

(Narrative Forms)

### Local Workforce Investment Area (LWIA):

Name of LWIA SAN BERNARDINO COUNTY

Submitted on OCTOBER 30, 2008

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<input type="checkbox"/> WIA Local Plan Modification PY 2008–09	
<input type="checkbox"/> Modification # _____	LWIA: <u>SAN BERNARDINO COUNTY</u>
	Date: <u>07/01/2008</u>

## Budget, Participant, and Performance Forms

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## EXECUTIVE SUMMARY

Enclose a brief summary, not more than two pages, of the five-year strategic local plan that gives a general overview of the proposed local workforce investment system. Include a description of how the system looks today, and how it will change over the five-year plan period. Include a discussion of the local board's economic and workforce investment goals and how the local system will support these goals.

The service delivery system and linkages encouraged under the Workforce Investment Act (WIA) help ensure that the economic recovery can be sustained into the future and that the workforce needs of County citizens can be addressed. With the on-going support of the San Bernardino County Board of Supervisors, WIA has the potential to provide the County's two million residents with opportunities that far surpass any previous attempts to enhance the quality and competitiveness of the workforce and improve their standard of living.

The San Bernardino County Workforce Investment Area continues to enhance a system that has increased its ability to supply a competitive workforce for Inland Empire Businesses. In order to maximize future economic development and workforce investment strategies, the County has realigned several key departments to form the Economic Development Agency. The new agency spearheads the County's commitment to Community Development and Housing, Redevelopment, Economic Development, and Workforce Development.

The San Bernardino County Employment Resource Centers (ERC's), Satellites and the Workforce Investment and Business Resource Centers have been established at strategic locations throughout the County. The Local Workforce Investment Board (LWIB) acknowledges that these centers play an integral part in meeting the needs of local businesses and job seekers. Honest and sincere collaboration by all partners is required to successfully integrate the numerous training, education, and employment programs into a single, customer-driven and customer-friendly system. Through these centers the LWIB facilitates the continuation of genuine partnership development.

The system that has emerged since the inception of WIA is committed to the following:

- Targeting limited resources to demand growth industries such as health care, advance manufacturing and transportation and logistics, and high growth/high wage occupations that lead to self-sufficiency,
- Guaranteeing businesses will have access to a workforce that possesses the skills necessary to maintain and expand productivity,
- Ensuring Job seekers and those in the labor force will have access to career information, training and resources to assist them in meeting the challenges of the new century and the employment opportunities it presents,
- Developing partnerships with education, business, economic and workforce development that improve the overall quality of life in San Bernardino County,
- Implementing a One-Stop system through the ERC's that will challenge itself and its partners to continuously improve on the services and methods of service delivery offered from each Center,
- Creating collaborations between Local Workforce Investment Areas that

- strengthen the vitality of the region, and
- Accepting recognition from businesses, public customers, community partners and associates in the workforce development arena that the San Bernardino County One-Stop System is as a leader and innovator of workforce development.

The ERC's provide streamlined services for both employers and job seekers. The ERC's empower individuals to become part of the workforce of today and the future by providing customers with access to a wide range of information regarding demand occupations; the criteria for entry into specific jobs; training and education that prepares them for employment and/or career advancement opportunities; and direct access to employers. On July 1, 2008, the County began the implementation of "Service Integration", as outlined in the California Integrated Delivery Initiative Local Planning Components submitted to the State in February 2008. All individuals accessing the Centers may receive Integrated services that include assistance with job search and placement, information regarding the range of programs and services available to meet specific needs, information regarding community and partner services and resources as well as information about training resources. Those who remain unemployed or underemployed receive services according to their individual needs.

Finding and keeping a productive and skilled workforce is critical to the continued success of the business community. Employers currently receive a range of services from the One-Stop system. Recognizing that business is a primary customer, the One-Stop system works with its parent agency, EDA, to expand services based on the evolving needs of business. The County operates two Workforce Investment and Business Resource Centers. Services offered include the electronic posting of job openings, recruiting, screening of potential candidates to meet the business' hiring needs, job retention services to those new to the workforce and workshops regarding labor issues to employers, offering of on-the-job training and customized training programs. Through partnerships with SBA, SCORE, SBDC and local economic development partners, the LWIB provides an avenue to information on other issues critical to the profitability of business such as energy cost containment, information on labor cost management and linkages to organizations able to support business expansion efforts through conventional and micro loan programs.

Workforce development would not be effective in the long term without an emphasis on the Youth who are the future workforce. The LWIB established a Youth Council that recognizes youth as a valuable resource to be developed. The Youth Council is committed to developing youth employment and training policies that ensure continuous improvement of youth programs with strong connections between academic and occupational learning and an emphasis on attainment of leadership skills. In addition, within the past year, the LWIB has become an active partner in the San Bernardino County Alliance for Education. This consortium, comprised of educational leaders from P-16, Community Colleges, Universities, community based organizations, private educational institutions and business leaders, holds as its charter to dramatically change the educational and employment outcomes for San Bernardino County residents by achieving three goals:

1. All students and adult learners will have access to learning opportunities to strengthen math, literacy, critical thinking and other employability skills.
2. Increase family and community members' value of and involvement in education.
3. Increase graduation from high school and completion of post-high school education and training.

The development of the Workforce Investment System in San Bernardino County has been much more than merely following the process outlined in the following pages. It continues to require dedication, commitment, and perseverance from all those involved. Responsibility for success of the workforce system rests with the partnership between the LWIB, the Economic Development Administrator (EDA), the County Administrative Officer (CAO) and the Chief Elected Official (CEO). Changing from a multi-program, eligibility driven environment into a system that unifies numerous training, education and employment has brought opportunities and challenges.

The system has evolved over the years and, despite increased financial constraints, natural disasters, pending legislative changes, increased demand for services, and an unstable economic environment, it has remained innovative in its approach to meeting customer expectations. An overarching goal of this system is to sustain economic growth while meeting the demands of an ever-changing workforce. Under the leadership of the LWIB, the San Bernardino County One-stop system will meet these expectations by becoming a more efficient, customer focused, and results driven system, serving a broader range of individuals with a higher level of effectiveness than the job training programs of the past.

The County Chief Elected Official, the County Administrative Officer and the Economic Development Administrator continue to support the LWIB's leadership role in the preparation of the workforce. With a focus on building a system that responds to the ever changing needs of a dynamic labor market in order to meet the demands of a diverse business base, San Bernardino County LWIB stands ready to expand its services to cover all urban and rural areas of the county.

## **I. PLAN DEVELOPMENT PROCESS**

WIA gives states and local areas a unique opportunity to develop employment and training systems tailored specifically to state and local area needs. The local plan is only as effective as the partnership that implements it. The plan should represent a collaborative process among the Chief Elected Official and the local system partners. This collaboration will create a shared understanding of the local area's workforce investment needs, a shared vision of how the local workforce investment system can be designed to meet those needs, and agreement on the key strategies to achieve this vision. This collaborative planning at all stages should drive local system development, create strategies for improvement, and provide the opportunity for stakeholder and public participation, review and comment.

In this section, describe the plan development process, including comments received during the public comment period that were incorporated within the plan. [WIA Section 118(a) and (c)(1)]

**(Please note:** we recognize that local areas are required to develop various related local plans and we encourage you, whenever feasible and appropriate, to use planning information that has already been developed. However, the data you use must be accurate and current.)

A. What was the role of the Chief Elected Official in developing the plan? [WIA Section 118(a)]

The San Bernardino County Board of Supervisors (Board) has been very involved in setting the stage for the plan. At its November 24th 1998 meeting, the Board took the following action:

1. Requested that the Governor designate San Bernardino County as a Workforce Delivery Area pursuant to the Workforce Investment Act of 1998 (WIA).
2. Designated the San Bernardino County Private Industry Council (PIC) as the Interim Workforce Investment Board (IWIB) until the State of California establishes appropriate process for the selection of the local WIB's pursuant to the WIA.
3. Authorized the Department of Workforce Development (WDD) to be the interim operator of San Bernardino County's One-Stop Delivery System.
4. As grant recipient for the Workforce Delivery Area, designated WDD to serve as the administrative fiscal agent for WIA grant funds.
5. Authorized the Interim WIB to appoint a Youth Council pursuant to WIA. The Youth Council was to act as a subgroup of the Interim Workforce Investment Board.

Additionally, the Board was very proactive in the process to establish a new board, providing leadership where needed. Board staff also participated in our transition committee sessions.

B. What local workforce investment board, transition board or existing body had oversight for the development of this local plan? If there was no such body, how will you create a responsible entity? [WIA Section 117(d)(4)]

As stated previously the Board designated the existing PIC as the IWIB to oversee the WIA transition process, including the development of the local 5-year plan. The IWIB appointed a WIA Transition Team composed of the PIC members and other representatives from business, government, education, community-based and other social service organizations. Additionally, legal counsel for the County of San

Bernardino attended our meetings to provide direction and assistance. The team was charged with overseeing all WIA transition issues. At the present time, the LWIB is fully functioning and has assumed full responsibility for the oversight of the planning and modification process.

- C. Describe the process used to provide an opportunity for public comment, including comment by the Chief Elected Official; the local workforce investment board and youth council; other local governing bodies; educators; vocational rehabilitation agencies; service providers; community-based organizations; and migrant seasonal farm worker representatives. Describe the process used to get input for the plan prior to submission. [WIA Section 118(c)(1) and (b)(7)]

The official planning process commenced in November 1999. However, prior to submission and ratification of the Plan, the Transition Team and its committees held community information sessions to discuss, educate and inform the general public and all interested parties, including the media, about the implications of WIA for this region. Summaries of the Act were distributed at these meetings, mailed to those who requested them as well as placed on our website.

The WIB considered the 5-year plan at its meeting on February 16, 2000. The Board approved the Plan on February 29, 2000.

Written and electronic versions of the Local Workforce Development Act Plan were disseminated for public comment on February 8, 2000. In addition, opportunities to provide written comments were publicized through the local newspapers and via the Internet.

The Local Plan Modification will be presented to the full WIB for review and approval for public dissemination at their November 3, 2008 meeting. Once approved, the Local Plan Modification will be released for public comment on November 4, 2008. Written versions of the plan will be made available at the County's Employment and Business Resource Centers, to One-Stop Partners and the general public beginning November 4<sup>th</sup>, to start the 30-day comment period. The availability of the Local Plan Modification will be published in local area newspapers and placed on the County's Web site. Educators, vocational rehabilitation agencies, service providers, community based organizations, and migrant seasonal farm worker representatives will have access to the meeting schedule for LWIB committees via the internet, and will be provided the opportunity to send representatives to the various LWIB committee meetings to provide comments. The Local Plan Modification is scheduled for approval by the Board on January 12, 2009.

In order to provide an opportunity for public comments, copies of the 2008-09 Modifications to the Local Plan will be made available to various County departments, One Stop partners, and members of the community. A public notice will be placed in local newspapers and the Plan will be made available in various locations within the County. A thirty-day comment period will be allowed with

written comments encouraged.

D. How were comments considered in developing the local WIA plan? [*State Planning Guidance* I B., and WIA Section 112(b)(9)]

No written or verbal comments were received at the Public Hearing that required modification of The Plan.

E. Describe the method used to make copies of the local plan available through public hearings and through other means e.g., local news media and the Internet. [WIA Section 118(c)(2)]

A Public Notice of announcing the availability of the 2008-09 Modifications to the Local Plan will be published in area newspapers beginning on November 4, 2008. The plan will also made available to One-Stop partners and the public via WDD's website located at [www.sbcounty.gov/wib/](http://www.sbcounty.gov/wib/) on November 4, 2008 to start the 30 day comment period. Hard copies of the plan will be made available to all ERC and Workforce Investment Business Resource Center Partners. In addition, the plan will be made available at the three Employment Resource Centers, two Workforce Investment Business Resource Centers and the WDD Administrative office. Educators, vocational rehabilitation agencies, service providers, community based organizations, and migrant seasonal farm worker representatives will have access to the meeting schedule for LWIB via the internet and newspapers and will be provided the opportunity to send representatives to committee meetings to provide comments.

F. What other organizations were involved in the development of the local plan? How were they involved?

All of the mandated partners were involved in the development of the plan. In addition, representatives from other County Departments were included in transition meetings. The meetings discussed changes in the law, the changing vision for workforce development, the needs of special populations, current community resources and needs, potential niches in the labor market that may offer good opportunities for our clients, and ways to collaborate including the participation in Employment Resource Centers.

## II. LOCAL VISION AND GOALS

The federal *Planning Guidance and Instructions for Submission of the State's Strategic Five-Year Plan* indicates that "a vision creates organizational alignment around a picture of a transformed future. It propels the organization toward achieving difficult but attainable strategic goals. Vision drives systematic improvements and produces outcomes. It is dynamic, not static."

In this section, identify your broad strategic economic and workforce development goals (e.g., "All people who want to work can find jobs. There will be a growing number of business start-ups. Fewer people will rely on welfare assistance.") Include information on how the local plan is consistent with the State plan and describe how the local



workforce investment system supports the shared vision in the attainment of your goals. In addition, describe your local strategies based on your local board's vision for business services and lifelong learning.

A. What is your vision for your local workforce investment system, and how will your system appear at the end of the five-year period covered by this plan? [State Planning Guidance II A., and WIA Section 117(d)(1)]

County workforce development activities will provide comprehensive, quality, employment related and supportive services that are responsive to the needs of employers, job seekers, and the community.

Effective workforce development will produce some of the best workers in the nation, making the County a highly attractive place for business enterprise. The workforce will be highly literate, motivated, and technologically competent. Workers will have equity in opportunity and pathways for professional growth and advancement. The results of these efforts will have a positive impact on the quality of life within the County by decreasing the numbers of individuals who are unemployed and underemployed, increasing the earning potential and standard of living for workers, and increasing the profitability of businesses by supplying them with a competent and competitive workforce.

Further, the County's implementation of WIA has led to a streamlined process for all people in the County to receive education, training and employment and career advancement assistance. Through a One-Stop system, all residents have access to the information necessary to make critical career management decisions, and training as needed to gain employment skills necessary for a career that will allow them to have a better quality of life, and in the current economy, helping to keep the increasing numbers of dislocated workers attached to the job market by assisting them in identifying transferable skills and providing a connection to the job market. The County's economy will be improved by attracting new businesses providing higher wage employment opportunities, by increasing retention and expansion of existing businesses, and by developing a diversely skilled workforce necessary to meet the wide range of business demands.

The County's economy is characterized by:

- A steady supply of jobs in the health care and service industries.
- A productive, well-educated and well-trained citizenry capable of competing internationally, with the ability to adjust to changing job requirements, thereby avoiding chronic or extended periods of unemployment.
- A highly diversified base of industries that are successful in domestic and international markets and are organized to adapt quickly to changes in production technology and market demands.
- A workforce development system that is well integrated, and able to quickly adapt services to meet the changing needs of businesses and workers.

Partners within the one-stop delivery system will be fully vested in the delivery

system, providing a full range of services to all customers in a seamless and effectively integrated manner.

Some specific questions that may be considered are:

1. How will your local system integrate services over the next five years? [WIA Section 117(d)(1) and 118(a)]

Over the course of the next five years and using the three Employment Resource Center facilities and its two Workforce Investment and Business Resource Centers as the workforce cornerstones, the LWIB along with its One-Stop partners will continue to integrate the services offered by all agencies within the Employment Resource Centers. A full range of services are available to the public in comprehensive and satellite offices throughout the county.

2. What programs and funding streams will support service delivery through the One-Stop system? [WIA Section 121(b)(1)(B)]

The County will make use of every available program and funding stream to better serve our clients. Through MOU/Resource Sharing Agreements with One Stop Partners, customers entering San Bernardino County Employment Resource Centers will have the following programs and funding streams available to them: Adult, Dislocated Worker, Youth Services, Unemployment Insurance, Wagner-Peyser, Veterans Programs, Adult Education, Postsecondary Vocational Education, Vocational Rehabilitation, Title V of the Older Americans Act, Job Corps, Trade Adjustment and NAFTA Transitional Adjustment Assistance, Community Services Block Grant, Family Self Sufficiency activities under HUD, and other appropriate federal, state and/or local programs. All services will be blended to ensure universal access.

3. Typically, what information and services will be provided and how will customers access them? How will the goal of universal access be achieved? [Title 20 Code of Federal Regulations (Title 20 CFR) Part 652, et al., Interim Final Rule (I)(A), State Planning Guidance II.A. bullet 3]

Each mandated partner agency will provide services through the Employment Resource Centers. The focus will be to provide Integrated services to job and training seekers and employers. The One-Stop partners will also provide referrals to partners outside of the One-Stop system.

In the Employment Resource Centers and Satellites, information is available on services provided by all partners, while staff assigned to the centers will continue to receive on-going training regarding partner services and programs. Services will be provided by either a physical presence, by a representative of each partner organization, contractual agreements, or by use of technology. All centers are open to any individual seeking assistance. Center hours are adjusted based on the demands of customers within each area. In order to

ensure that all customers have access to fundamental job search and career planning information, in July of 2005, WDD launched the Workforce Investment Network (WIN) ([www.csb-win.org](http://www.csb-win.org)) . The implementation of this internet based case management system provided job seekers, One-Stop partners and WDD staff with the resources and tools necessary to meet the needs of today's customers. On July 1, 2008, the website was updated with a job match system as well as a myraid of useful links to partner resources, WIB meetings and other information sites.

A streamlined applicant referral system has been developed to facilitate customer enrollment in ERC services. Through state feedback, the Internet and ERC staff, information is available on training programs that enable customers to make informed choices regarding their career paths.

4. How will Wagner-Peyser Act and unemployment insurance services be integrated into the local system? [WIA Section 121(b)(1)(B)(xii)]

On July 1, 2008, the County began the implementation of "Service Integration". Under WIA, the WPA funded Employment Services program and the UI program have been integrated into the One-Stop system. Although UI claim filing will primarily be accomplished via the telephone through centralized call centers, or on EDD's website [www.edd.ca.gov](http://www.edd.ca.gov) ("eApply4UI), basic information about the UI program will be made available in the Employment Resource Centers and Satellites. The Workforce Services (WS) staff has been trained to assist clients requiring or preferring in-person services with specific UI program needs, including in-person assistance with claim filing if necessary.

The Business Services staff of WDD will provide basic labor exchange functions to the universal population and will work with employers to meet their workforce needs.

5. How will the youth programs be enhanced to expand youth access to the resources and skills they need to succeed in the State's economy? [WIA Section 111(d)(2) and 112(a)]

The building of a strong Youth Council has been a priority from the beginning of the WIA transition process. The Transition Board worked with the community and the chief elected officials to identify mandated individuals who would serve as strong youth advocates on the Youth Council. This priority was realized on September 14, 1999 when the Board of Supervisors adopted Resolution 99-1 establishing the County's Youth Council.

The Youth Council meets monthly and has charged WDD with creating a compendium of youth programs and services. Using this compendium as its base, the Council will be able to identify gaps in youth programming, and to begin to identify areas of overlap, where better coordination and integration can occur. Also, current programs will be viewed in light of how well they provided basic information and skills needed to get and keep a job and to compete in the

labor market. In addition, the Youth Council has charged the Employment Resource Centers with expanding and enhancing the services available to youth out of the existing Centers. The charge given with this direction was to improve services available to older youth.

WIA Section 118 requires local plans to be consistent with the State Plan. In addition to California's Principles and Strategic Goals (WIAB99-2, *Local Plan Instructions and Forms*, page 3), please include strategies that reflect the Governor's four key priorities for California's public workforce system. The key priorities were not included in the *Initial/Supplemental Planning Narrative* pages or the *One-Year Extension for Program Year 2005–06*. They were introduced in the *Guidance for Local Plan Modifications for PY 2006-07*, via *Addendum*, item A. They are now listed below as follows:

The Governor's four key priorities for California's public workforce system:

- Understanding and Meeting the Workforce Needs of Business and Industry in order to prepare Workers for 21st Century Jobs
- Targeting Limited Resources to Areas Where They Can Have the Greatest Economic Impact
- Collaborating to Improve California's Educational System At All Levels
- Ensuring the Accountability of Public and Private Workforce Investments

B. Describe how your local vision and workforce development strategy is consistent with the Governor's workforce development priorities. [WIA Section 118(a)]

In 2005, the Board combined Redevelopment, Community Development and Housing, Economic Development and Workforce Development under one umbrella (Economic Development Agency) with the intent of improving economic development and workforce needs within the County. As one of the essential players in this new agency, the LWIB through its leadership of the local One-Stop system will play an integral role in establishing the County as one of California's most advanced Local Workforce Investment Areas.

Meeting the workforce and business needs of the County requires the new agency in partnership with the LWIB to develop strategies that attract new businesses, increase business capacity or retain businesses. These innovative new strategies include developing stronger partnerships and collaborations with local business organizations, Chambers of Commerce and the local education systems.

The LWIB will target its resources in high wage, high growth occupations in demand industry sectors such as manufacturing, logistics and health care. These industry sectors were initially identified by local economist, John Husing, and collaborated by the Employment Development Department's Labor Market Information Division and other local Labor Market sources as having the greatest growth opportunity over the next 5 years. The LWIB will concentrate its efforts on these industries by developing partnerships with local business councils and chambers of commerce to maximize the County's efforts to meet the needs of local businesses while improving the overall

quality of life within the County.

The LWIB continues to partner with Education P-16 (Preschool through University) to address the workforce needs of local businesses by preparing local youth and adults with the skills necessary to be successful and/or retain a competitiveness edge in the workplace. By engaging labor, business and education in the continued development of the local workforce investment system, the system will continue to address the needs of its customers. One of several collaborative efforts between the LWIB and the County's education system is the Alliance for Education. The Alliance for Education is a partnership between business, labor, government and education (Pre-16) to align common goals in order to produce and maintain an educated and skilled workforce. The LWIB was instrumental in the formation of Alliance for Education and maintains a vested interest in the Alliance's success.

Enhancing partnerships within the One-Stop system and developing collaborations with education and business that involve strategic planning and review of key performance indicators are the key to ensuring accountability of the local workforce system. As federal, state and local areas implement Common Measures, the LWIB has taken the initiative by implementing a comprehensive case management system (Workforce Investment Network-WIN) that can be used to track performance outcomes across agencies and programs.

The California Workforce Investment Board (State Board) adopted vision statements regarding business services and lifelong learning that were not included in the *WIA Initial/Supplemental Planning Narrative* pages or the *One-Year Extension for Program Year 2005–06*. They were introduced in *Guidance for Local Plan Modifications for PY 2006-07*, via *Addendum*, item B. They are now listed below as follows:

The State Board vision statements:

- The One-Stop System, in collaboration with the economic development community, partners with California's business to provide best-in-class local services to business to support job retention and growth.
- The vision for lifelong learning, in the context of workforce development, is to enable current and future workers to continually acquire the knowledge, skills, and abilities required to be successful in the workplace.

C. Provide a description of your local strategies, based upon your local board's vision for business services, to improve the services to employers, and include in your description [WIA Section 118(b)(10)]:

1. Your vision and strategic planning efforts for business services.
2. How you use industry partnerships and other employer contacts to validate employer needs.
3. What actions the local board has taken, or plans to take, to ensure that local business services are not redundant and coordinated with partner programs such as Wagner-Peyser and Economic Development Corporations.
4. How the local board measures the satisfaction of business services and how the

data are used to improve services.

The Economic Development Agency (EDA) was created to address the economic development and workforce challenges within the county. Over the past four years, the agency has sought out local economic development corporations, academic institutions, other education entities and industry sectors to begin identifying economic, educational and workforce challenges facing the County. One of the workforce challenges the new agency will concentrate its resources on is providing comprehensive business services to targeted industries in partnership with economic development and education.

More specifically, a business survey was developed and sent to 10,000 local businesses in five major industries (warehousing, transportation, retail, manufacturing and healthcare). The survey's intention was to identify issues and concerns the businesses had with the local workforce. In addition, one percent of the businesses received in-person follow-up. This culminated in identifying several areas including the lack of soft skills among employees. As a result, a workshop-based curriculum for soft skills training has been developed for local businesses.

Another strategy of the LWIB is continuing the partnership with the County's manufacturing and Aviation sectors with the intent of leveraging private sector financing for skills upgrade and customized training programs.

The LWIB through its subcommittees will continue to initiate industry specific focus groups in local demand industry sectors with the expectation of validating the economic and workforce needs of those employers. Last year, focus groups served as the initial framework for the development of customized training programs in manufacturing. WDD's Business Services Unit, through the employer data collected by its business resource specialists, will continue to provide guidance to the LWIB on the workforce needs of local business.

The LWIB has formed strategic alliances with the US Small Business Administration, Small Business Development Council and Southern California Chapter of SCORE. These alliances have produced numerous workshops and seminars that provide a perfect backdrop for developing and maintaining long-lasting relationships that ultimately produce a receptive business community and a mobilized workforce.

Consolidation under the Economic Development Agency and participation in the local Chambers of Commerce and on several industry specific business councils ensures that the LWIB remains at the forefront of capturing the workforce and economic needs of local business.

The LWIB's Economic Development and Business Resource Committees are responsible for ensuring that the administration of local business services through the One Stop System compliments, rather than replicates, the programs and services offered by the One-Stop partners. In addition, all workforce and economic strategies to be implemented within the County are reviewed at the LWIB general membership level to ensure that all partners are cognizant of the direction of the County.

The County is proud to proclaim that WDD's Business Services Unit, has been responsible for serving the needs of local business since the inception of WIA. Over the years, WDD has developed an experienced network of business resource specialists who initiate and follow-up on local business contacts to ensure that employer needs have been met. In addition to submitting employer names to the State as part of the WIA customer satisfaction survey for Performance, the Business Services Unit has implemented an automatic notification system. An email is automatically sent to staff requesting follow-up with the business to determine if the department was able to meet their needs. The Business Services Unit has provided assistance to an average of 2,200 businesses in Program year 2007-08. The results are shared among EDA departments as part of the Agency's continuous improvement process. The Department of Workforce Development in its capacity as the One-Stop Operator, shares this data with the LWIB and local One-stop partners at the LWIB general membership meeting and at the LWIB subcommittee levels where recommendations on improving services are made and put into action.

D. Describe how the local board is addressing lifelong learning in the context of workforce development, through collaborative policy and planning. Specifically, describe how the local board will improve and promote access to lifelong learning in the next year. Include existing or planned efforts to leverage resources with local lifelong learning partners, including business and education.

The goal of the LWIB is to ensure that training meets the current and future needs of the local workforce and is within reach of every citizen in the County. Through the efforts of its subcommittees and Youth Council, the LWIB has sought out those of leadership in education (K-12), community colleges, adult education and local universities along with local business leaders to create partnerships that will effectively meet this challenge. Recent partnerships between the LWIB, business and the local community colleges have led to the creation of several customized training programs geared toward either enhancing the skills of incumbent workers or preparing job seekers for entry level positions in demand industry sectors that were identified by the LWIB. In addition, the LWIB will target demand occupations and career ladders within local demand industry sectors that will lead County residents to self-sufficiency. These occupations or career ladders will be made available to all One-Stop partners and to participating education, community and faith-based organizations via the Internet.

The LWIB's goal for this coming year is to maintain existing partnerships and develop new ones that enhance and promote access to lifelong learning. Maintaining the partnership with Alliance for Education is essential to the former. Alliance for Education is a partnership between business, labor, government and education to align common goals in order to produce an educated and skilled community. The goals are

- All students and adult learners will have access to learning opportunities to strengthen math, literacy, critical thinking and employability skills.
- Increase family and community members' value of and involvement in education.
- Increase graduation from high school and completion of post-high school education and training

Existing collaborations between the LWIB, local business and the community colleges, which leverage public and private funding for customized training programs in various manufacturing specialties, will continue through the Program Year with the expectation that future training ventures will begin in the near future.

The LWIB's of Riverside and San Bernardino Counties sponsored two Workforce System Symposia called Vision 2020 in the Fall of 2006 and the Spring of 2007. The symposia brought Economic Development Corporations, Education and Workforce Investment Boards together to understand how to better leverage resources in order to implement programs associated with life-long learning and to develop strategies for sustaining these programs. The symposium was the start of a process to focus both LWIB's vision and strategic planning in order to better leverage local resources for the future. Currently both LWIB's are partnering to develop a project titled "The Regional Economies Project - Industry Clusters of Opportunity" and in 2008 was awarded a Construction Talent Transfer Grant from the State.

E. Identify organizations involved in the development of your local vision and goals.

The LWIB and the Youth Council have been involved in making modifications to the local vision and goals based on lessons learned during the first years of the program. The LWIB includes all mandated partners including EDD, County Superintendent of Schools, community colleges, Economic Development, the private sector, Vocational Rehabilitation, Welfare-to-Work, and the Housing Authority

### III. LABOR MARKET ANALYSIS

The *Planning Guidance and Instructions* requests information on key trends expected to shape the economic environment during the next five years, including the implications of these trends in terms of overall employment opportunities by occupation; key occupations; the skills needed to attain local occupational opportunities; growth industries and industries expected to decline, customer demographics, and the sources of data used to gather this information. Where appropriate, identify any regional economic development needs and describe how the local area will be involved in them.

In this section identify the needs of businesses, job training, and education seekers, economic development professionals, and training providers in your workforce investment area. Are these the same or different than those present in the previous service delivery area(s)? If different, how can the needs be better met by the new, local workforce investment system? To complete this section, answer the following questions.

A. What are the workforce investment needs of businesses, job-seekers, and workers in the local area? [WIA Section 118(b)(1)(A)]

**OVERVIEW:** In the County, the needs of businesses, job seekers, and workers has dramatically changed over the past year: The EDD Labor Market Information Division (LMID) lists the County's unemployment rate for September 2008 at 8.5 percent, up from 5.9 percent in September of 2007. In 2008, the County's economy



is forecasted to lose 17,900 jobs (-1.4%), after having added just 592 jobs in 2007 (0.05%). The decline will principally come about due to reduced residential construction and real estate activity and their corresponding impact on population growth and population serving sectors. Thus, construction jobs will be hurt as will employment in housing related manufacturing plus retailing, amusement and restaurant activity. The office market will not be spared as financial activities slow with less need for jobs in real estate, escrow, title, home lending and insurance. High fuel prices will contribute to difficulties, primarily in retailing. Meanwhile, a national slowdown is reducing activity at the ports, sapping strength from the inland region's normally powerful logistics sector. The general slowdown will hurt governmental and educational budgets in the second half of the year. The only major sign of strength will be in health care which has lagged population growth but is now surging.

- The County's housing market is in a period of great difficulty with volume and prices having plunged in the existing and new home markets. Looking ahead, prices will likely fall throughout 2008 as sub-prime mortgages adjust, some homeowners and speculators default on mortgages and most transactions are distressed sales. Volume will not recover until affordability levels rise and potential buyers recognize that homes are again "reasonably" priced.
- From mid 2000-2006, DOF found that the number of people migrating into Riverside and San Bernardino counties averaged 83,116 per year. However, this slowed to 49,475 people in 2007, off 40.5 percent. Continuing housing sector difficulties will likely mean even fewer new people migrating inland during 2008. These facts unfavorably affect sectors of the County's economy beyond those directly related to housing. This is the case since fewer new families will be bringing their incomes and spending to the region. A broad list of "population serving" sectors will be affected. Among these will be general merchandisers, big box retailers, vehicles outlets, consumer service firms, banking, education and local government. The slow-down in population growth will either slow growth or cause reductions in both retail sales volume and employment in a broad group of normally fast growing sectors.
- The needs of business, job seekers and workers still revolve around the same basic issues, which are the need for a continuing strong economy, active economic development, and qualified job applicants with the necessary soft job skills, specific job skills, and literacy skills to qualify for available jobs and advance within the workforce. Therefore, the LWIB must simultaneously insure that the current workforce needs of existing employers are met while recruiting new employers and anticipating their workforce needs.

### ***Businesses:***

Critical to the management of economic growth and adequate supply of a trained workforce will be the connection of the LWIB to the economic development efforts

undertaken throughout the County. Towards that end, the County has reorganized its workforce efforts and has placed the County's Workforce Development Department, Redevelopment Agency, Economic Development Department and Community Development and Housing together. This integration is designed to ensure that the business needs of our County can be met swiftly with all the cooperation and coordination of departments that have some interface with the business community. In order to provide a continuity of service delivery between program participants and businesses, entrepreneurs and employers, the WIA Business Services function was returned to the Department of Workforce Development (WDD) in September of 2008.

In other areas of the County, a majority of the employers are small businesses and/or retail-service related businesses. These types of business are very dependent on the fluctuations of the local economy. For these types of businesses to thrive it is imperative that stable employers offering higher wage levels be encouraged to come into the area. These employers will provide the jobs necessary to increase personal income. This in turn will increase the economic base for the smaller businesses to thrive and to expand.

Overall, businesses that have traditionally been characterized as manual labor or blue collar are being impacted by the advent of technology. Computerization of warehousing, distribution and transportation centers requires workers and job seekers to present a higher level of techno-savvy than ever before. As a natural extension of the increased need for technology related skills, employers are seeking individuals with higher levels of education, and are imposing stricter pre-employment screening guidelines in the areas of background checks, drug use history and employment history than previously demanded.

### ***Job-Seekers:***

Information from the 2000 U.S. Census and the Workforce & Innovation Technical Solution (WITS) 2007 data base has uncovered certain characteristics that are specific to job-seekers of the County, such as:

- Compared to the State, a disproportionately high number of high school dropouts and a disproportionately low number of residents with bachelor degrees.
- The percentage of women, ages 15-50, who have given birth in the past 12 months is higher than the State average. The results are far reaching, including temporary delays in employment and decreased earnings.
- 47% of county residents have an ethnic origin that is other than white or black. Twenty percent of the total was born outside of the United States. In addition, thirty-two percent of the county's population uses a language other than English in the home. Nine percent speak English poorly or not at all, while almost 12% cannot read English well.
- In addition to U.S. Census and WITS data, EDD's LMID statistics report a labor

force increase for the Inland Empire of 46,000 a year since 2000.

In order to compete for, obtain and maintain employment job-seekers will require assistance in identifying the hard and soft skill gaps which impede their ability to enter employment. This group may require intensive counseling services and intervention in a variety of life issues, i.e., substance abuse counseling, basic skills development/remediation, job retention skills, etc. These issues must be addressed in order for this group to successfully access and maintain employment. It is anticipated that training to provide career growth opportunities will need to occur in conjunction with employment. This presents a new challenge to the employment and training service providers.

Job seekers in the County can be divided into two groups: those with recent work history and those who are entering the job market after an extended absence or for the first time. Many job seekers have been released from previous employment because their job skills (either soft skills such as being punctual, etc., or hard skills such as computer skills) are no longer marketable. The lack of marketable skills is also a problem for those job seekers returning to the workforce after an extended absence. Both of these groups will need skill upgrades in order to fully participate in the world of work.

**Workers:**

Although San Bernardino is the 5<sup>th</sup> most populated county in the State, it ranks 25<sup>th</sup> in median income. In addition, many workers have some of the same deficiencies mentioned above in relation to job seekers. These issues must also be addressed. It is critical to the economic stability of the region to provide counseling and intervention services, and learning and skill enhancement opportunities to the incumbent workforce in order to increase opportunities for economic advancement and career growth. Assisting employers with workforce development will provide the Employment and Business Resource Centers with the opportunity to fill entry level positions with job-seekers as workers move up within organizations. The creation of a cycle of entry into the workforce, training and promotion within the work environment and re-filling of positions created by worker advancement will be a major focus of the Local Workforce Investment structure.

**B. How will the needs of employers be determined in your area? [State Planning Guidance IV.B.6]**

The LWIB recognizes the importance of meeting the needs of current employers as well as assisting with new business attraction. As a result, the County's administrative entity, WDD, is involved in a vast collaborative network of employer-related and employer based organizations. These organizations include The Department of Economic Development from EDA, the Inland Empire Economic Investment Collaborative, and the Inland Empire Economic Partnership (IEEP).

WDD is in daily contact with employers throughout the County. Through contacts made by WDD's Business Services Unit, the hiring and training needs of employers

are identified. Services offered to employers include: posting of current job openings into the web-based job match system, screening of applicants for job openings, On-the-Job Training reimbursement, Customized Training contracts, direct referrals for job openings, assistance with applications for hiring incentives and recruitment planning to meet on-going hiring and workforce development needs.

WDD also partners with City and Private Economic Development Agencies to assist with the workforce needs of new and expanding employers in the area. WDD has been recognized by these partners for its responsiveness and effectiveness in providing the information and services needed by employers. WDD utilizes DED to nurture relationships with the Economic and Community Development agencies throughout the County. Strong collaboration currently exists between WDD and the following Economic Development Agencies:

- City of Ontario
- City of Victorville
- City of San Bernardino
- City of Fontana
- City of Barstow
- City of Hesperia
- City of Highland
- City of Colton
- City of San Bernardino
- City of Rancho Cucamonga
- City of Rialto
- Inland Valley Development Agency
- Inland Empire Economic Partnership
- County of San Bernardino ECA
- City of Adelanto
- City of Grand Terrace
- City of Loma Linda
- City of Redlands
- City of Upland, and
- City of Yucaipa

WDD is and will continue to be an important partner of the Inland Empire Economic Partnership (IEEP). IEEP is the region's only private, non-profit economic development organization. This organization has a current membership of 400+ employers. Its primary goal is to attract, create, and retain business in order to increase the region's growth and economic output.

C. What are the current and projected employment opportunities in the local area?  
[WIA Section 118(b)(1)(B)]

Over forty demand occupations within the County are tied to the LWIB's Career Ladders. Five local industry sectors have been chosen by the LWIB based on LMI data arrived from EDD's Labor Market Information Division, local economist Doctor

John Husing's study on local LMI "San Bernardino County 2004...How the Economy and Job Market is Developing," WITS, and other local LMI data on demand occupations. The San Bernardino County Career Ladders were established by the LWIB to provide demand occupations and career paths within the County that will lead County residents to self-sufficiency. The demand sectors are:

1. Transportation, Logistics and Distribution
2. Health Care
3. Manufacturing
4. Infrastructure Construction
5. Aviation

Information about each demand sector has been compiled for easy access. This information includes and overview of the industry; employment projections for the next five years; hourly wages; career pathway leading to self-sufficiency; and minimum work experience requirements. Twenty-five (24) of the LWIB focused occupations are listed on the chart below:

<b>Occupation</b>	<b>Hourly Wage</b>	<b>Job Projection</b>	
<b>Health</b>	<b>Median</b>	<b>2006</b>	<b>2016</b>
Dental Hygienists	\$39.82	1,020	1,330
Radiologic Technician	\$27.85	1,350	1,600
Pharmacy Technicians	\$16.29	2,380	3,350
Cardiovascular Technicians	\$24.89	300	390
Registered Nurses	\$35.31	20,380	25,400
<b>Infrastructure Construction</b>			
Paving Surfacing Operators	\$23.10	630	720
Reinforcing Iron Rebar Workers	\$26.00	960	1,090
Plumbers, Pipe Fitters	\$19.02	4,630	5,330
Sheet Metal Workers	\$20.70	1,470	1,660
Electricians	\$21.98	6,740	7,600
<b>Manufacturing</b>			
Industrial Machinery Mechanics	\$22.07	1,280	1,650
Millwrights	\$19.55	160	210
Machinists	\$15.87	2,630	2,950
Welders	\$15.31	3,960	4,640
Supervisors Production	\$22.49	6,100	6,680
<b>Transportation</b>			
Crane & Tower Operators	\$20.07	260	300
Truck Drivers-Heavy	\$20.24	23,350	27,580
Transportation Inspectors	\$23.05	200	240
First line supervisors	\$21.40	2,560	3,170
Shipping, Receiving, Traffic Clerks	\$13.08	8,970	10,250
<b>Aviation</b>			
Mechanical Engineering Techs	\$24.16	350	400
Industrial Engineering Techs	\$23.92	250	330
Aircraft Mechanics	\$23.34	1,160	1,420
Electrical & Electronic Repairs	\$23.07	280	380

In addition to the occupations listed under Career Ladders, the LWIB continues of support training in demand occupations that will lead customers to self-sufficiency. The County participated in the 2003 Inland Empire Occupational Outlook Report, which provides a comprehensive analysis on 48 Inland Empire occupations, including wages and benefits, local training providers, work patterns, occupation's supply and demand, and training and experience necessary to obtain the position.

D. What job skills are necessary to obtain such employment opportunities? [WIA Section 118(b)(1)(C)]

The key to obtaining employment in any of the demand occupations is the presence of employment skills necessary to perform on the job. These skills have typically been identified as "soft" skills such as those related to understanding the work culture, dress codes, ability to be punctual, communication and people skills. In addition, employers seek individuals who have demonstrated the ability to learn new information, possess the basic skills and education levels to meet the existing demands of the job. Careful monitoring of the rapidly changing needs of business and clear communication with industry is essential in order for the LWIB to ensure the supply of a qualified workforce. In addition, information gathered by Business Services Unit indicates that soft skills are as important as technical skills. Employers want employees who have a strong work ethic, can work together as a team, can solve problems and have basic communications skills. The Employment Resource Centers focus on soft skill development while those in need of technical skills advancement are referred to approved training providers.

#### IV. LEADERSHIP

As stated in the *Federal Register* of April 15, 1999, "The Department [of Labor] believes that changing from the existing JTPA Private Industry Councils to local workforce investment boards is essential to the reforms of WIA [Interim Final Rule §661.305] . The Department [of Labor] strongly encourages all eligible areas to create new, fully functional local boards as early as possible, and is committed to providing assistance to facilitate such changes."

In this section describe how authority will be exercised by the local workforce investment board. [WIA Section 117(b)(3) and (d)(1)]

A. If an interim board was responsible for development of this plan, how will the plan and authority to oversee its implementation under WIA Section 117(d)(4) be transferred to the new local workforce investment board?

The County Board of Supervisors appointed the IWIB on November 24, 1998. The IWIB functioned as the PIC for the purposes of closing out programs funded under the Job Training Partnership Act (JTPA) until its official repeal on July 1,

2000. The IWIB by virtue of Board resolution also had full responsibility for the implementation of the Plan.

The Board approved the Local Workforce Investment Board (LWIB) on May 2, 2000. With the approval of the permanent LWIB, the Interim Workforce Investment Board (IWIB) was disbanded. All actions of the IWIB were transferred to the LWIB and ratified.

- B. What circumstances constitute a conflict of interest for a local board member, including voting on any matter regarding provision of service by that member or the entity that s/he represents, and any matter that would provide a financial benefit to that member? [WIA Section 117(g)(1)(2)]

A WIB member cannot vote on a matter under consideration by the WIB regarding a provision of services by that member or by any entity that the member represents or that would provide direct financial benefit to such member or of the immediate family of such member. In addition, a WIB member cannot make, participate in making or in any way attempt to use his or her position on the WIB to influence a governmental decision in which the WIB member knows or has reason to know he or she has a financial interest. The WIB cannot vote on any matter in which a member of the WIB or any business or organization which the member directly represents, or which would financially benefit the member or business or organization which the member represents, if the affected WIB member fails to adhere to conflict of interest requirements.

- C. How will the local board provide a leadership role in developing policy, implementing policy, and oversight for the local workforce investment system? [WIA Section 117(d)(4)] Include in this discussion a description of your local board composition and how it meets the membership criteria set forth in the California Unemployment Insurance Code (CUIC) Section 14202.

The local board, in partnership with the elected officials, will make all decisions regarding the implementation of the local workforce investment vision and system. The Board will develop a budget to carry out their duties, subject to the approval of the chief elected official(s), and will direct the disbursement of funds from the grant recipient or fiscal agent.

The LWIB will develop policies for the workforce investment system through the work of its various committees.

SB 293 amended UI Code Section 14202(c) describing the mandatory composition of Local Workforce Investment Boards to include at least fifteen (15) percent representation by labor organizations. On October 21, 2008, the County's Board of Supervisor's approved a Resolution and amended its Bylaws to amend the composition of the LWIB, increasing the number representatives of labor organization from two (2) to seven (7), to achieve the fifteen percent (15%) requirement.

The Youth Council creates policies relating to youth services and programs, including the allocation of resources and recommendations of providers who should receive awards of youth grants and contracts. The Employment Resource Committee will establish One-Stop policies and the criteria for certification, including the negotiation of all Memorandums of Understanding with partner agencies. They will also oversee integration of the Employment Resource Centers. The Contract and Performance Committee will recommend quality standards and performance measures for all programs and services.

All committee action is subject to ratification and approval by the full Board.

D. How will the local board assure the local system contributes to the achievement of the State's strategic goals? [WIA Section 118(a)]

After the State plan was approved, the LWIB reviewed the State's plan and its strategic goals to assure that no LWIB policy was inconsistent or in conflict with any State adopted goals. Any proposed action found in conflict with adopted State policy was amended or modified so as to be consistent with the State Plan. The LWIB embraces the principles of WIA and takes a strong role in ensuring those principles become the foundation of its one-stop delivery system

E. How will the local board meet the requirement that neither the local board nor its staff provide training services without a written waiver from the Governor? [WIA Section 117 (f)(1)(A) and (B)]

The LWIB and its staff will not provide training services.

1. If the local board plans to provide training services, describe which service. If a waiver is to be sought, a request for Waiver of Training Prohibition must be submitted for each specific training program.

N/A

F. How will the local board assure that the public (including persons with disabilities) have access to board meetings and activities including local board membership, notification of meetings, and meeting minutes? [WIA Section 117(e)]

The LWIB posts all meeting notices, minutes of the meetings, the designation and certification of One-Stop operators, the award of grants or contracts to eligible providers of youth activities and a list of current LWIB members on our website. Meeting notices also will appear in major daily and weekly news publications with the largest distribution.

Additionally, meeting notices are routinely posted at least 72 hours ahead of time with the County Clerk of the Board and mailed to all parties who have requested them. The minutes of all meetings, including committee meetings, are also available for review by the public as required by the Public Records Act.



Meeting Notices include language to inform persons with disabilities that meetings are conducted in locations that are accessible to people with disabilities. Accommodations and alternate format materials are available upon request for persons with disabilities .

## V. LOCAL ONE-STOP SERVICE DELIVERY SYSTEM

The cornerstone of the new workforce investment system is One-Stop service delivery, which makes available numerous training, education and employment programs through a single customer-focused, user-friendly service delivery system at the local level. The One-Stop system must include at least one comprehensive physical center in each local area that must provide Integrated services and access to programs and services of the One-Stop partners. The system may also include a network of affiliated One-Stop sites and specialized centers that address specific needs.

In this section describe how services will be coordinated through the One-Stop service delivery system. Additional required elements were introduced in *Guidance for Local Plan Modifications for PY 2006-07*, via Addendum items C 1-4. These elements are now incorporated into Section V, Boxes C, F, M and R. Also, include as applicable in boxes A through S, any changes to the One-Stop delivery system as a result of the State's replacement of the statutory performance measures specified in WIA Section 136(b)(2) with the common performance measures defined in Training and Employment Guidance Letter (TEGL) 17-05.

- A. Describe the One-Stop delivery system in your local area. [WIA Section 118(b)(2)] Include a list of the comprehensive One-Stop centers and the other service points in your area.

Five years ago, the County changed the names of its One-Stop Centers to the San Bernardino County Employment Resource Centers (ERC's). The County closed its facility in Ontario and combined it with a new Workforce Investment and Business Resource Center in Rancho Cucamonga. Also, the county combined its ERC Center in Victorville with the Workforce Investment and Business Resource Center in Hesperia. Together, the new centers provide an extensive array of services to job seekers and employers alike. In an effort to streamline services and reduce program costs, the County closed its Redlands ERC three years ago and the Hesperia Alternative Education Center WIA Satellite two years ago.

On July 1, 2008, the County began the implementation of "Service Integration", as outlined in the California Integrated Service Delivery Initiative Local Planning Components submitted to the State in February 2008.

The One-Stop delivery system is designed to be a community-oriented and customer-focused system for business, employment, education, and training services provided through the One-Stop partners.

The One-Stop delivery system in the County consists of three comprehensive

Employment Resource Centers in Hesperia, Rancho Cucamonga, and San Bernardino. There are also three satellite Employment Resource Centers at San Bernardino Valley College, Copper Mountain College and Barstow College. Services offered through these facilities are based on streamlined services; empowered individuals; universal access; increased accountability and continuous improvement.

The Employment Development Department's Workforce Services Division is currently offering the same Integrated Services from its offices in Redlands and Victorville. This is a change from the California Integrated Service Delivery Initiative Local Planning Components as the Workforce Services Office in Fontana closed in June 2008.

In addition, both of the Workforce Investment and Business Resource Centers combine business-related services under one roof. Professional business consultants volunteer one day per month to offer subject specific advice to businesses experiencing difficulty. A myriad of services offered by partners have resulted in over 2200 business contacts in the past year. Finally, the County's Economic Development Agency, EDD, the Small Business Development Center, the Small Business Administration and the One Stop operator continue to evaluate the service needs of businesses and develop programming such as: energy conservation seminars, tax credits/incentive workshops, micro-loan program seminars and business law updates, to address these needs.

Comprehensive One-Stop centers and the other service points in your area:

Rancho Cucamonga Employment Resource Center	San Bernardino Employment Resource Center
Hesperia Employment Resource Center	Barstow College Satellite Employment Resource Center
Hesperia Business Resource Center	San Bernardino Valley College Satellite Employment Resource Center
Redlands EDD Workforce Services Office	Victorville EDD Workforce Services Office
Rancho Cucamonga Business Resource Center	

B. Describe the process used for selecting the One-Stop operator(s) [WIA Section 121(d)(2)(A)] including the appeals process available to entities that were not selected as the One-Stop operators. [Interim Final Rule § 667.600 (b)(1)] Also, include the local board's policy regarding its selection of One-Stop operator(s), annual review of operations, and termination for cause. [CUIC Section 14206(d)]

The County and its partners opted to have the County Department of Workforce Development (WDD) manage the Employment Resource Centers. WDD has successfully operated the One-Stop delivery system for San Bernardino County since 1995 and has demonstrated the ability to work with various partners in a

collaborative environment. The selection of WDD as the One-Stop operator was based on an agreement reached between the Interim WIB and a consortium of mandated entities, with the approval of the CEO and the CAO. No appeal process was utilized for this initial selection since the selection was based on an agreement, not a formalized procurement.

Once the State Workforce Investment Board's One-Stop Certification process has been certified, the LWIB will use the process along with the results of the yearly One-Stop, On-site monitoring visits as its tools for reviewing the One Stop Operator's performance and operation of the One-Stop delivery system. Depending upon the results of the review, the LWIB may choose to have WDD continue as the operator or may issue a Request for Proposals (RFP) for selection of a new operator. In the event the LWIB chooses to pursue a new operator, the LWIB will establish an Employment Resource Center Committee, and the evaluation of the proposals will be the responsibility of that committee, with the LWIB making the final selection.

- C. Are each of the required WIA partners included in your One-Stop delivery system? How have they contributed to your planning and implementation efforts? If any required partner is not involved, explain the reason. [WIA Section 117(a)(2)(A)]

Each of the required partners is included in our One-Stop delivery system and has signed the MOU agreement.

- D. How will services provided by each of the One-Stop partners be coordinated and made available in the local One-Stop system? [WIA Section 121(c)(2)]

On September 13, 2005, the revised Memorandums of Understanding describing the agreement for the provision of services in the three (3) Employment Resource Centers and the satellite offices was approved by the County Board of Supervisors. At the three major centers, the partners are physically or electronically linked. In addition, the linkage with partners is enhanced via the use of technology, including the Internet.

A Resource Sharing Agreement between the participating One-Stop partners in the Employment Resource Centers has been developed. The Resource Sharing Agreement identifies shared costs and proportionately distributes operational costs among each participating partner. All participating partners have signed the Resource Sharing Agreement. Although the current Resource Sharing Agreement has expired all partners are adhering to it until a new Resource Sharing Agreement is signed by all participating partners.

The One-Stop operator is responsible for coordination of services and has arranged for specialized training sessions for the partners at each Employment Resource Center. The training includes team building, customer service, program information sharing, cross training of staff and other topics as requested by partners. The One-Stop operator hosts bi-monthly staff meetings at each center for

discussions on joint marketing and operational and programmatic issues. During the team building sessions, the partners and the One-Stop operator are formalizing the procedures for service delivery that are unique to each Employment Resource Center. The One-Stop operator has an automated system ([www.csb-win.org](http://www.csb-win.org)) for collecting data that can be used for participant tracking, sharing of information among partners, and local decision making. This past year, the One-Stop Operator upgraded its internet based Case Management System by adding "Employer" and "Job Seeker" components where employers can post job openings and job seekers can get help finding employment. The upgraded system also implemented a single point of entry which complements and is able to upload to the State's JTA System. The system incorporates case management, customer tracking and follow-up services as well and will also allow for the sharing of customer information between One-Stop partners.

The One-Stop operator staff is responsible for greeting customers at a reception desk and obtaining basic information from the customer. Customers are given information regarding the service aspects of the Employment Resource Center.

- Business customers are referred initially to specialists who are trained to work with businesses. The specialist interviews the business representative to determine the need, which could range from immediate job openings, customized training, on-the-job training, to future hiring for screened or certificated candidates, a need for information regarding licensing, permitting, financing, etc. Other partners are involved depending on which partner can deliver the services that are most appropriate to meet the stated need. Hiring needs are met directly by the Employment Resource Center via use of Job Placement staff, an internet based job match system, and customized recruitments as needed.
- Job seekers are referred to a resource specialist who determines which services are appropriate initially. Services are provided by all partners according to the needs of the customer.

E. What is your plan for delivery of core and intensive services? [WIA Section 117(f)(2)]

Each Employment Resource Center located within the County offers a broad range of information and referral services. The Integrated services from each partner will be available at the Employment Resource Center. Integrated services include the use of computers for job search, resume writing and access to CalJOBS, telephones, fax machines as well as career pathways and Labor Market Information. Other programs and activities carried out by One-Stop partners are also available at each center. Integrated services are made available to adults and dislocated workers as needed either through the One-Stop delivery system (the operator and/or One-Stop partners) or through contracts with service providers that are approved by the LWIB. Integrated services include assessment, individual employment plans, individual counseling and career planning and case management activities.

On Jul 1, 2008, the County began the implementation of “Service Integration”, as outlined in the California Integrated Service Delivery Initiative Local Planning Components submitted to the State in February 2008.

F. What is your plan for administering Individual Training Accounts (ITAs) as defined in WIA Section 134(d)(4)(G), including any limitations you plan to impose on ITAs established in your area. If your local board is providing training services that are made as exceptions to the Individual Training Account process, describe the process you used to procure and justify these exceptions. This process must include a 30-day public comment period for interested providers. [Title 20 CFR Part 661.350(a)(5) and (10) and 663.430(a)] In addition, include the local board’s policy addressing the amount and duration of ITA’s based on market rate for local training programs. [CUIC Section 14206(h)]

ITA’s are used to purchase programs of training services from providers who are currently on the State Eligible Training Provider List (ETPL). Payment will be made in the form of contractual agreements or, on an exception basis, by utilizing payment vouchers. In all cases, ITA’s are paid when the individual reaches specified benchmarks.

Senate Bill (SB) 293 amended UI Code 14206(h) requiring Local Workforce Investment Boards to develop local policy on the amount and duration of Individual Training Accounts, based on the market rate for local training programs.

On November 5, 2007, the LWIB approved an ITA policy that took into consideration cost and duration limitations. The limitations on amount and duration takes into consideration the Individual Employment Plan, availability of funding in the local area and all other public costs, not simply available WIA funds, and the value of such training in contributing to the competitiveness of local businesses that may be “at-risk” or may be expanding.

The County has determined that there are limited funds available within the LWIA, and has placed the following limitations on ITA’s:

- Referral to a program of training services will be made only if supported by the individual’s assessment results, by the Individual Employment Plan, and by a review of local labor market information.
- ITA’s issued to attend a training agency outside of San Bernardino, Riverside, Orange and Los Angeles Counties will require the approval of a San Bernardino County Department of Workforce Development (WDD) Deputy Director. For those areas outside of those previously mentioned counties, training must be in a demand occupation locally or the participant must be willing to relocate to that area(s) where it is.
- Ordinarily, ITA’s will not be issued for a program of training services which exceeds eighteen (18) months. Exceptions will be approved if needed.
- ITA’s \$1,500 or less require only a WDD Workforce Development Specialist

(WDS) approval.

- ITAs between \$1,500 and \$3,500 require the approval of the Supervising Workforce Development Specialist II.
- ITAs between \$3,500 and \$5000 require the approval of the Deputy Director.
- ITA's over \$5,000 require the approval of the WDD Director.
- WIA-funded supportive service payments require a review of the individual's need for supportive services and will be made in accordance with local policies and procedures.

G. Describe how the WIA funds will be used to leverage other federal, State, local and private resources. How will these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers and individuals? [State Planning Guidance IV.B.3. and WIA Section 112(b)(10) and 121(c)(2)(A)(ii)] Include a brief discussion if your local board has entered into an agreement with another area (including another local board that is a city or county within the same labor market) to pay or share the cost of educating, training, or placing individuals participating in programs assisted under Title I of WIA, including provision of supportive services, provide copy of your approved agreement. [WIA Section 195(3)(B)]

To meet the vision that we have adopted, no one agency can expect to effectively do it by themselves. The coordinated leveraged resources of multiple providers provide the business community with services that no individual agency can provide alone.

Combining employment and training components of all One-Stop partners allows for the expansion of services to job seekers of all types as well as making it more convenient. The development of the focus group out of the Employment Resource Center in Rancho incorporates work and training teams composed of One Stop partners whose goal is to implement a new One Stop philosophy. Part of this philosophy includes expanding partner training to encompass other financial resources to cover the cost of participant training.

In terms of the business community, integrated One-Stop services are just as important. Some services available include customized training, employment screening, on-the-job training, tax credits and job retention workshops.

H. Describe how the local system will meet the needs of dislocated workers; displaced homemakers; low-income individuals such as migrant and seasonal farm workers; public assistance recipients; women; minorities; individuals training for non-traditional employment; veterans; individuals with multiple barriers to employment; older individuals; people with limited English speaking ability; and people with disabilities. [State Planning Guidance IV.B.5. and WIA Section 112(b)(17) and Section 118(b)(4)]

Individuals who are least equipped to succeed in the labor market including low income individuals, those with multiple barriers to employment, limited English

speaking, people with disabilities and minorities will receive services that will expedite their transition into the workforce. Adult basic skills and occupational/technical skill training will be available. Where monies are limited, priorities will be set allowing those most in need of services to receive the assistance they need.

The local One-Stop system is designed to accommodate any member of the community desiring service including those with disabilities. The local system will continue to pursue a variety of methods to meet the specific needs of people with disabilities. These methods will include: enhancing staff capacity through a series of disability-related training workshops that include disability awareness and etiquette, disability laws and resources, effective communication, disclosure and confidentiality requirements, reasonable accommodations, and auxiliary aids and services; establishing a resource specialist position to assist customers in the navigation of the broad array of disability benefits programs; advising customers of their right to request reasonable accommodations and of the assistive technology that is available at each one-stop center; establishing and/or strengthening partnerships with local agencies that provide services to people with disabilities for the purpose of leveraging resources, developing streamlined referral and enrollment processes, and enhancing the procurement of effective auxiliary aids and services; monitoring each one-stop center regularly to ensure the accessibility of its programs, services and facilities; developing a comprehensive online manual of local, state, and national resources for use by staff, customers, and employers; marketing the skill sets of people with disabilities to local businesses; and educating employers about tax incentives and resources that are available to them.

In cases of mass layoffs or significant downsizing, we will provide rapid response activities onsite when appropriate to those affected. These efforts if needed, will be coordinated with the other Inland Empire Local WIBs. One-stop staff will also provide assistance with filing unemployment claims, and establishing eligibility for welfare to work activities and one-stop partner services.

- I. When allocated adult funds are limited, what criteria will you use to determine and ensure priority of service to recipients of public assistance and other low-income individuals for receiving intensive and training services? [WIA Section 134(d)(4)(E) and 118(b)(4)]

When funding is limited, service priority will be given to County residents who are the recipients of public assistance, veterans and other low-income individuals in accordance with WIA regulations. Contract opportunities may also be made available for special participant populations through community-based organizations and private agencies.

- J. How will the local system assure non-discrimination and equal opportunity, as well as compliance with the Americans with Disabilities Act? [WIA Section 188(a)(2) and State Planning Guidance IV B.4.]

Posters in the lobby informing clients of our policies, language in MOU's, all of our

contracts, and marketing materials have and will continue to have the statements ensuring non-discrimination and equal opportunity. Customers are advised of their rights at Orientation and during the registration process.

All physical Employment Resource Centers and Workforce Investment and Business Resource Centers are ADA compliant.

(1) Non-discrimination and equal opportunity requirements and procedures, including complaint processing and compliance reviews will be governed by the regulations implementing WIA, Section 188 and administered and enforced by the DOL civil rights center and California Assembly Bill 925. Written policies and procedures are included in the WIA ES Handbook and Administrative Manual.

(2) We also believe that some of the funds may be used to meet a recipient's obligation to provide physical and programmatic accessibility and reasonable accommodation in regard to the WIA program, as required by section 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act of 1990, as amended.

K. Describe how employer services (e.g. systems to determine general job requirements and job listings, including Wagner-Peyser Act services) will be delivered through the One-Stop system in your area. [State Planning Guidance IV.B.7]

As a partner of the Service Integration Learning Lab, EDD's Wagner-Peyser provisions for general job requirements and job lists will be delivered primarily through the WDD website ([www.csb-win.org](http://www.csb-win.org)). EDD Cal JOBS, JobCentral and LMI systems are still available through the Internet at [www.edd.ca.gov](http://www.edd.ca.gov).

L. What reemployment services will you provide to Worker Profiling and Reemployment Service claimants in accordance with Section 3I (e) of the Wagner-Peyser Act? [State Planning Guidance IV B.7. and WIA Section 121(b)(1)(B)(ii)]

The following services are provided free of charge to dislocated workers:

- Identifying job opportunities in a chosen career
- Vocational training
- Workshops - Resume Writing, Stress Management, Career Transition, Financial Planning
- On-the-Job Training and occupational skills training
- Resource Center; Automated Labor Market Information, Assessment, On-line access to nationwide joblines; Career Exploration materials
- Job Development/Job Search/Job Placement Services

The purpose of the Worker Profiling and Reemployment Services (WPRS) program is to provide re-employment services to Unemployment Insurance (UI) claimants who are most likely to exhaust their UI benefits. In California, the WPRS system compares the characteristics of claimants who file a UI claim against a statistical model to determine their likelihood of exhausting their benefits. Those claimants



that are “profiled” as most likely to exhaust their UI benefits are scheduled to Initial Assistance Workshops (IAW) that serve as an orientation to re-employment services. During the IAW, claimants must complete an individual re-employment plan. The plan generally involves a referral to other re-employment services and is considered an agreement between the claimant and the department. When a claimant scheduled to an IAW fails to attend or fails to complete his/her plan, Workforce Services notifies electronically UI of the eligibility issue. The department has a long-range goal to increase the number of UI claimants who receive re-employment services.

M. What local policies and strategies are in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)(38 USC 4215), priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03)? Include in your discussion how this policy is shared with all of the One-Stop Career Center partners and if/how you conduct outreach to veterans and veteran organizations to encourage use of One-Stop Career Center services. How will you ensure that veterans receive priority in the local One-Stop system for Wagner-Peyser funded labor exchange services? [State Planning Guidance IV.B.9. and WIA Section 121(b)(1)(B)(ii)]

The California Employment Development Department (EDD) Workforce Services (WS) and Veterans Employment and Training Service (VETS) have agreed to integrate the multiple career development services provided to veterans into the One-Stop delivery system. One-Stop customers who are veterans will be provided the full array of services normally available within the system through customer choice and customized access to those services. Access to the One-Stop system services funded under the WPA will be provided universally to all clients with veterans receiving priority of services. When it is determined that a customer is a veteran, that customer will be provided additional information regarding services especially for veterans, and may be referred to specially trained veteran program staff for more Integrated services.

To provide qualified veterans with customer choice, veterans will be provided labor market information based on individual wants and needs. A single reporting system and labor exchanged will be utilized. WDD’s Virtual One Stop (VOS) Job Match System provides for a Veteran’s 24 hour hold to ensure veterans receive priority for Wagner-Peyser funded labor exchange services. Veterans will also be provided with options and information for accessing a variety of other job listings (i.e.: JobCentral, Federal jobs, and Federal Contractor Job Openings).

N. What role will Veterans Workforce Specialists and Veteran Employment Service Specialist (VWS/VSSS) have in the local One-Stop system? How will you ensure adherence to the legislative requirements for veterans’ staff? [State Planning Guidance IV.B.10., 322, 38 USC Chapter 41 and 20 CFR Part 1001-120]

The State Workforce Investment Board (SWIB), the State Director of Veterans

Employment and Training (DVET), and the State Employment Security Agency (SESA) are required to establish provisions to implement, administer and provide oversight under WIA as it relates to veterans services.

Veteran program staff, Veteran's Workforce Specialist (VWS), and the Veteran's Employment Services Specialist (VESS), will facilitate veteran access to all Integrated Services including WIA employment and training programs as required by Section 112(b)(17)(B) of the WIA of 1998.

After Veteran customers are assessed as being job ready, they will be provided with priority access to labor market information, job development contacts, and job referrals. Veteran program services will be provided at each comprehensive Employment Resource Center and the Victorville and Redlands Satellite offices. At the request of partners, dedicated veterans staff may be assigned to other intake locations that serve large veteran populations.

O. How will you provide Wagner-Peyser Act-funded services to the agricultural community—specifically, outreach, assessment and other services to migrant and seasonal farm workers, and services to employers? How will you provide appropriate services to this population in the One-Stop system? [State Planning Guidance IV B.11.]

Wagner-Peyser funded merit staff is committed to ensuring continuous equity of services to migrant and seasonal farm workers (MSFWs) as the workforce preparation and One-Stop system emerges. The Workforce Services (WS) will provide Integrated labor exchange services in accordance with Title 20 of the Code of Federal Regulations (CFR), Section 652, sub-part A. As described in Section 652.208, three methods of service delivery will be used: "(1) Self-service; (2) Facilitated self-help services; and (3) Staff-assisted service."

In the Local Workforce Investment Area and in the comprehensive Employment Resource Centers and the Victorville and Redlands Satellite office, every Integrated Service that is available to Workforce Investment system customers is available to MSFWs.

P. How will the local board coordinate workforce investment activities carried out in the local area with the statewide rapid response activities? [WIA Section 118(b)(5) and State Planning Guidance IV.B13.b]

WDD will participate in statewide activities to ensure we have current information on Rapid Response activities. We will adjust goals and objectives for Rapid Response. Workers affected by downsizing or plant closures will receive specialized orientations in a group setting to assist them in accessing services available through the ERCs.

Q. What rapid response assistance will be available to dislocated workers and employers and who will provide them? [WIA Section 118(b)(4)(5) and State

Planning Guidance IV B.13.c.]

A joint WDD/EDD task force will provide Rapid Response services. For the County, the Rapid Response Team will be managed by our Business Services Supervisor.

- 1) Representatives of the Rapid Response Team will provide technical assistance in the development of a local service strategy in the following ways:
  - A survey of affected workers will be conducted,
  - A determination of pre-layoff assistance/early intervention services will be made,
  - A determination of the need for emergency/financial assistance will be made; and
  - Communication regularly with workers and local press.
- 2) Representatives of the Rapid Response Team will conduct follow-up to provide additional assistance, such as:
  - Review and analysis of returned employee surveys;
  - Dissemination of all pertinent information, including data collected on demand occupations, successful training, and analysis of local labor market conditions

R. How will your local board ensure continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants? [WIA Section 118(b)(2)(A)] Describe and assess the adult and dislocated worker employment and training services that will be available in your local area. [WIA, Section 118 (b)(4)(5)] In addition, include the local board's policy regarding training services available to adult and dislocated workers who have met the requirements for intensive services, have been unable to obtain or retain employment through those services, and have been determined to be in need of training. [WIA Section 134(d)(4)(A)(iii), Title 20 CFR Part 663.310(c) and CUI Section 14230(a)(5)]

The administrative entity of the LWIB monitors each service provider for delivery of services, compliance with regulations, maintenance of fiscal records and program management. A report of findings is provided that identifies corrective actions to be taken, if necessary. Performance outcomes derived from training completions are collected through the State Job Training Automation system. Upon implementation of the Subsequent Eligibility requirements, the information provided by the service provider will be compared with internal performance data as provided by the One Stop system. With the establishment of demand driven occupation sectors as the basis for prioritizing the delivery of Integrated training services, the return on the training dollar investment will be achieved when the newly trained job seeker is placed in a career pathway that will ultimately result in wages that will provide self-sufficiency.

The Workforce Investment Board (WIB) has identified high-growth, demand driven

employment sectors which have documented shortages in skilled workers within the County. Through the Employment Resource Centers (the local one-stop system), priorities are established for Integrated training services in the various career pathways of these demand occupations. One Stop staff provides the customer with information on projected wages that can be realized from the occupations that will lead to a level of self-sufficiency based upon the cost of living within the area. Partnerships with various industry councils and local community colleges are maintained to collect the most current information regarding employer needs for entry level and skilled workers. This information is translated into specialized curricula and customized training courses to meet the specific needs of the industry. Both the needs of the employers and the job seekers will be met through timely response to the demand driven sectors within the local area.

Senate Bill (SB) 293 amended UI Code 14206(a)(5) requiring LWIB's to develop a local policy that makes training services available to individuals who, among other criteria, have selected a program of services directly linked to occupations in demand in the local or regional area. The County chose to address the UI Code amendment as part of their ITA policy.

On November 5, 2007, the LWIB approved an ITA policy that took into consideration cost and duration limitations, and training and related services for occupations located outside the local area.

#### S. MEMORANDUM OF UNDERSTANDING:

WIA requires that a Memorandum of Understanding (MOU) between the local board and each of the One-Stop partners concerning the operation of the One-Stop delivery system be executed. A copy of each MOU must be included with the plan modification. [WIA Section 118(b)(2)(B)]

The MOU may be developed as a single umbrella document, or as singular agreements between the partners and the board. The MOUs should present in concrete terms, member contributions and the mutual methodologies used in overseeing the operations of the One-Stop career center system.

1. The MOU must describe: [WIA Section 121(c)(1)(2)(A)(B) and CUIB Section 14230(d)]

- a. What services will be provided through the One-Stop system.
- b. How the costs of services and operating costs will be funded, including cost-sharing strategies or methodologies.
- c. What methods will be used for referral of individuals between the One-Stop operator and partners?
- d. How long the MOU will be in effect.
- e. What procedures have been developed for amending the MOU?
- f. Other provisions consistent or as deemed necessary by the local board.
- g. The local board's policy for identifying individuals who, because of their

skills or experience, should be referred immediately to training services.

The Memorandum of Understanding and the Resource Sharing Agreement between the One-Stop Operator and the partners describe the various services offered through the One-Stop system; how cost of services and operating costs are funded; the method used to refer individuals between the One-Stop operator and the partners; and the process for amending the MOU. Unless notified by the One-Stop operator or a partner prior to the anniversary date, the MOU is automatically renewed.

In addition, the Local WIB plans to implement a policy for identifying individuals who, because of their skills or experience, should be referred immediately to training services. This policy will become effective during the 2007 Program Year and shall be incorporated as an amendment to the next MOU.

2. Identify those entities with who you are in the process of executing an MOU. Describe the status of these negotiations. [Interim Final Rule §662.310(b)]

The MOU and Resource Sharing Agreement for Program Year 2005-06 were approved by the Board of Supervisors on September 13, 2005. The MOU, Resource Sharing Agreement and minutes approving both are included as Attachment 7 of the Plan. Although the Resource Sharing Agreement has expired, all partners are operating under the language of the 2005 approved Resource Sharing Agreements. WDD plans to execute a new MOU and Resource Sharing Agreement in Program Year 2008-09.

3. What process will the local board use to document negotiations with One-Stop partners who fail to participate or sign an MOU? How will you inform the state board when negotiations have failed? [Interim Final Rule §662.310(b)]

San Bernardino County will follow the notification requirements and sanction outline as described in the Employment Development's Department's WIA Directive WIAD05-06, "Notification Requirements Relating to Lack of One-Stop MOU's", in the event of inability to negotiate a fully executed MOU with required One-Stop partners.

## **VI. YOUTH ACTIVITIES:**

As a way to connect youth to workforce investment resources, WIA requires youth programs to be connected to the One-Stop system. WIA requires improved youth opportunities and Youth Councils to be part of local workforce investment systems. Youth councils have authority to develop the youth-related portions of the local plans, to recommend youth service providers to the local boards, to coordinate youth services, and to conduct oversight of local youth programs and eligible providers of youth programs.

In this section describe the strategies and tactics to develop a comprehensive service

delivery system for eligible youth, and discuss how that system will be coordinated through the One-Stop system.

A. Describe your local area's efforts to construct a youth council, and what the role(s) of the Youth Council will be. [WIA Section 117 (h)(1)(2)(3)(4)]

The Board of Supervisors appointed an Interim WIB on November 24, 1998 with the specific task of constructing a countywide youth council. The kickoff event for the Interim Board was to host a local conference focusing on youth issues and invite the major players to attend. The conference was well attended, and we received input from all of our community partners. We then began having monthly meetings with the representatives of the various youth organizations to develop the Youth Council. These meetings culminated with the appointment of a Youth Council by the interim WIB and subsequent ratification of the Board on October 26, 1999. Our Youth Council includes representatives of the various sectors mandated for participation on the Youth Council under WIA.

During a weekend retreat the Youth Council agreed that their role should be to serve and encourage our youths while ensuring that our contractors and other youth providers should partner and leverage their respective youth funds. They further agreed that the target of our youth program would be with youth who are basic skills deficient.

The Youth Council recently approved eleven two-year youth service contracts with school districts, non-profit and for-profit organizations. This action was ratified by the LWIB. In addition to education and employment services, each youth contractor has the capacity to offer all ten elements of service.

The Youth Council will also continue to act as a catalyst and advocate for youth in our community. They will host public events that demonstrate the community's commitment to expand job and career opportunities for youth.

B. How will youth services be connected with your One-Stop delivery system? [Interim Final Rule § 664.700]

Anticipating the Federal government shift from In-School youth service activities to a greater emphasis on service to Out-of-School youth, the Youth Council has shifted two-thirds of this year's funding to Out-of-School youth providers and programs.

We envision a variety of relationships between the Employment Resource Centers and the Youth programs ranging from referral and co-enrollment to shared facilities and staff. Each Employment Resource Center will have at least one Workforce Development Staff assigned to work with the youth and youth providers. Over the next year, we will continue to assess local youth programs to determine the feasibility of developing one-stop partner agreements with them. At a minimum, youth programs and Employment Resource Centers will share information

regarding employment opportunities and clients via the Workforce Investment Network (WIN) system ([www.csb-win.org](http://www.csb-win.org)) . Providers will be required to refer all non-eligible youth to local Employment Resource Centers for services. Each youth provider will provide youth orientations that will include a discussion of services available at the nearest Employment Resource Center. In addition, each youth provider will assist youth in accessing services on-line via the WIN website.

Orientation to Employment Resource Centers will be provided to all enrolled youth. Employment Resource Center staff liaison will receive training on local youth programs and attend regular regional coordination meetings focused on youth. Youth may enter the system through an Employment Resource Center where they may be assessed and referred to an appropriate youth provider or enrolled on-site into one of our One-Stop partner programs such as the Employment Development Department's Youth Employment Opportunity Program. The program offers services to youth, ages 15 – 21, that assist them in achieving their educational/vocational goals. Finally, the RFP and contracts with youth providers will require linkage with the local Employment Resource Centers.

- C. Describe how coordination with Job Corps, Youth Opportunity Grants, and other youth programs in your local area will occur, e.g. School-to-Career. [WIA Section 112(b)(18)(C) and 117(h)(2)(vi), and State Planning Guidance, IV B. 15.]

In our County no one has yet recieved a Youth Opportunity Grant. However, coordination with Job Corps and other youth programs will occur through the Youth Council. At a minimum, membership on the Youth Council and the full LWIB will include a representative from the Job Corps. Employment Resource Center staff will attend monthly Job Corps meetings. Finally a Job Corps representative will be located in our Employment Resource Centers to assist them in their recruitment efforts. Youth Service Providers have formed linkages with many local agencies providing a variety of youth services.

- D. Describe your area's eligible youth population and needs in general. Describe and assess the type and availability of youth activities in the local area. Include an identification of successful providers of such activities. [WIA Section 118(b)(6)]

The 2000 U.S. Census data reports 23% or 128,500 San Bernardino County children live at or below the poverty level; 15.1% are teens between the ages of 14-18. Although the County's teen birth rate has dropped to 61.6 per 1000 girls, it is still 11.3% higher than the State's average.

As a result of these and other factors, there are more than 40 agencies providing youth activities, including juvenile diversion, alternative education, GED instruction, health and mental health services, job readiness, career counseling, job placement, substance abuse, and youth development.

Of the ten (10) Program Elements identified in WIA Section 129(c)(2), all are currently available in our county. The Youth Council reviews organizations that

provide each of these ten elements to ensure that quality services are available throughout the region on an on-going basis.

- E. What is your local area's strategy for providing comprehensive services to eligible in-school and out-of-school youth, including any coordination with foster care, education, welfare, and other relevant resources? Include any local requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. [WIA Section 112(b)(18)(A), Interim Final Rule §664.400, State Planning Guidance, IV B. 14]

The Youth Council is comprised of representatives from foster care, education, probation, and Cal Learn. One of the major focuses of the Youth Council has been providing a website that offers services to youth, particularly those with special needs. The Workforce Investment Network (WIN) offers area youth and youth professional organizations a useful resource for locating youth-related information and services such as:

- Americorps,
- Job Corps,
- Job Shadowing ,
- National Guard Youth Challenge Program,
- Registered Apprenticeship Program,
- Youth Opportunity Movement,
- YouthBuild,
- Educational services,
- Contracted Youth Service Providers,
- Youth Employment Opportunity Program (YEOP),
- Inland Empire youth agencies, and
- One Stop partner agencies

Each of the above services provides a myraid of useful, electronic links to related topics or amenities available in the Inland Empire.

Another emphasis of the Youth Council is procuring youth services from among the county's many youth agencies. The procurement process is designed to ensure comprehensive services for eligible youth through the selection of service providers that respond to identified youth needs. All service providers must describe how coordination with foster care, welfare, and probation and other appropriate agencies will occur.

Consideration will be given during the RFP process to contractors that assist youth who have special barriers including youth who are transitioning from foster care or probation camps, are pregnant or parents, or have disabilities. It is required that all facilities meet the requirements of the American with Disabilities Act (ADA). Technical assistance and capacity building workshops will be provided to staff and selected providers to further develop staff capacity in working with the various target populations. If the initial RFP process does not identify appropriate providers for these populations, a targeted RFP may be released.



An additional major focus area of the Youth Council is the use of stipends to serve as incentives to keep youth engaged in their WIA program activities and to improve retention. Stipends may be authorized to those who successfully complete one or more of the following:

- Academic enhancement
- Alternative secondary school services
- Occupational skills training
- Leadership development
- Miscellaneous WIA youth activities such as workshops not covered under elements 1-4 above.

The Youth Council has also instructed WDD to hold a "New Contractor" Orientation to provide a networking opportunity in addition to the paperwork completion. All providers will be asked to provide information on their individual youth programs. We will also strongly encourage providers to involve parent/guardian of youth as much as possible.

The Youth Council has determined that special consideration will be given to youth deficient in basic literacy skills, school dropouts, homeless, runaway or foster kids, pregnant teens and offenders.

Finally, the Youth Council has authorized the:

- use of technical assistance workshops such as Managing for Success, Exit Strategies for Youth Participants, Youth Service Strategies, and Youth Performance Management to train providers and staff;
- formation of a task force or a peer-to-peer work group composed of youth providers to develop youth retention and performance strategies;
- search for successful youth programs nationwide to examine their best practices; and
- expansion of the role of the One Stop Operator to include providing more technical assistance to youth providers and assuming final authority for reviewing youth provider performance and exits submissions.

F. Describe how your local area will meet the Act's provisions regarding the required youth program design elements: [WIA Section 129(c)(2)(A) through (J)] In addition, please discuss how your local area's youth program design has been modified as a result of the State's move toward common performance measures and its effect on meeting program accountability requirements. [WIA Section 136(b)(2) and TEGl 17-05]

#### 1. Intake and Objective Assessment

The Request for Proposal (RFP) and youth provider contracts stipulates that all

youth receive objective assessments during the detailed intake process.

## 2. Preparation for post-secondary educational opportunities

Our Youth Council has built a relationship with the local community colleges, County Superintendent of Schools, alternative schools and K-12 schools. This begins the process of developing an integrated system that allows all youth in the County who desire post-secondary education to achieve it. In addition, the direct programs that are overseen by the Youth Council will provide activities that strengthen basic academic functioning to prepare students to meet the minimum requirements needed for post-secondary training. As mentioned earlier in this document, the LWIB has endorsed and participates in the activities of the Alliance for Education. It is foreseen that this coalition of educators, community and business leaders, using a grass roots approach, will significantly impact scholastic outcomes and learning opportunities for all youth in the County. Paramount to this effort is the improvement of education's responsiveness to business' skill requirements and addressing the lack of vocational training opportunities available to those not interested in pursuing higher education.

## 3. Strong linkages between academic and occupational learning

In the County, we believe that there is a direct correlation between academics and occupational learning. To better help us understand and ensure that we are serving youth in the right way, we mandate that every youth receive an academic assessment. Based on that assessment, those school age youth that are participating in the WIA youth program will attend classes to remediate the deficiencies that are found. All of the student career plans will be consistent with the state education requirements and the local training school's policy and rules.

School age youth who enter the program as school dropouts will re-enter a comprehensive school and pursue academic and occupational training or re-enter through the County Office of Education's Community or Alternative School Program while learning an occupational skill. Work experience and employment opportunities are an integral part of contracted youth services. In order to assist contractors, they are given access to the business resources available through the WDD Employment Services District. In addition, WDD works closely with local educational institutions to assist them with linking to businesses that can provide contextual based learning experience for instructional staff and students.

## 4. Preparation for unsubsidized employment opportunities

Youth training efforts will be directed at helping youth prepare for unsubsidized employment opportunities in high demand industries. As such, we will continue our work with the County Superintendent of Schools, school-to-career effort.

Building strong basic academic and basic work readiness skills is a primary focus of the In-School Youth program. Program content is closely aligned with the needs employers have consistently expressed regarding basic employability.

5. Effective linkages with intermediaries with strong employer connections

Through WDD's Business Services Unit both the Employment Resource Centers and the various contracted programs have strong linkages to the employer community. Many community-based youth serving agencies, including those who have directed summer youth components, have effective linkages to businesses willing to employ youth. The Youth Council will continue to emphasize the building of strong employer connections through our RFP process. The result of all of these efforts will be used to create work experience and career opportunities for youth enrolled in our program to help them transition to careers in high demand occupations.

6. Alternative secondary school services

With over 34 school districts in our County serving over 360,000 young people and with over 32 major foreign languages being spoken by some of these children, we have no doubt that a strong alternative school system must be in place. We believe that if we are to serve youth in our community who need serving, we must avail ourselves of the alternative school setting. Alternative schools will be used as a point of re-entry for our young children who are having difficulty with the regular school setting. We will also use our alternative schools to keep youth in school who are in danger of dropping out of regular school.

7. Summer employment opportunities

The WIB and our Youth Council are committed to providing our young people with summer employment opportunities. The summer kicks off our year round youth employment and training efforts.

8. Paid and unpaid work experience

Both paid and unpaid work experience will be offered to youth who can benefit from such experiences. Work experiences will supplement the training of those young people who initially enroll in our summer youth program as a strategy to strengthen those hard and soft skills desired by the employer community. The experiences are designed to help youth acquire the skills, personal attributes and knowledge needed to get and keep a job, and to advance at their place of

employment. Worksites will be selected based on their ability to provide the youth with career exposure and rudimentary skill development, and is not intended to provide employers just with “free labor”.

#### 9. Occupational skills training

All of our young people will receive some occupational skill training. However, the Out-of-School Youth that lack the necessary job skills to get and keep meaningful employment will be provided occupational skills training based upon assessment results and an Individual Service Strategy developed with the Workforce Specialist.

#### 10. Leadership development opportunities

The Youth Council will release a RFP that will allow our youth contractors the opportunity to help us define leadership development opportunities. The proposals submitted are expected to be innovative with measurable results.

#### 11. Comprehensive guidance and counseling

Various types of counseling will be offered through our Youth providers and Employment Resource Centers that promote good career choices and expanded job opportunities for youth, while enabling them to effectively manage their personal and family life.

#### 12. Supportive services

Supportive services as needed will be provided to our youth. These will include transportation child care assistance, educational materials, work required tools/clothing and a wide range of other services when acute needs arise.

#### 13. Follow-up services. [Interim Final Rule §664.450(a)(1) through (6)(b), and State Planning Guidance IV B.14.]

Follow-up services for youth will track the progress of youth in employment or advanced education after completing the first phase of youth program services. Follow-up services may include leadership development through adult mentoring, work-related peer support groups, regular contact with a youth

participant's employer to resolve work-related problems, assistance in securing better paying jobs or advanced education, career development and supportive services leading to employment retention. All youth, particularly those most in need, will acquire the necessary skills to transition into adulthood, careers, advanced education and vocational training.

## **VII. ADMINISTRATIVE REQUIREMENTS**

- A. What competitive process will be used to award grants and contracts for youth services in your local area? [WIA Section 118 (b)(9), 112(b)(18)(B) and 123]

Contracts are awarded on a competitive basis using a recognized procurement process and based on the applicants' success in responding to the requirements outlined in the procurement process, recommendations of a review committee and on the criteria contained in the state plan. The Local Elected Official (Board of Supervisors) will approve each Request For Proposal (RFP) prior to advertisement in regional newspapers. Once the LEO approves the RFP, a proposer's conference will be scheduled to discuss the RFP and allow proposers the opportunity to ask questions prior to submission of their proposal.

- B. What competitive and non-competitive processes will be used at the local level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts? [WIA Section 118(b)(9)]

Solicitation methods to be used to select the Service Providers may include:

Advertised Request for Proposal (RFP), Solicitation of Interest, or Invitation for Bid (IFB): All types of procurement methods currently used by the LWIA utilize the formal competitive bidding process. This allows the WIB to make objective proposal comparisons and select service providers using some of the following criteria: cost reasonableness, demonstrated program effectiveness, proximity and accessibility to public transportation services for the clients, and fiscal soundness, ability to meet the stated goals, objective and performance outcome desired, as well as viability of the agency.

Sole Source or Negotiated Bid Process (NBP): Under this type of procurement, a contract may be executed without the benefit of having obtained more than one (1) bid or proposal; contracting agency has been determined to be the only known source available to perform this work.

Customized Training: Customized training does not require bids or proposals. A customized training program is designed to meet the special requirements of an employer who has entered into an agreement to hire individuals who are trained to the employer's specifications.

Off-the-Shelf Purchase Order: This method will not be used until the State provides direction.

ETPL Application Process: This involves a review process to ensure that State and local requirements are met.

- C. What entity will serve as the local grant recipient and be responsible for disbursing grant funds as determined by the Chief Elected Official? [WIA Section 117(d)(3)(B)(i)(I)(II)(III) and 118(b)(8)]

The County is the grant recipient for WIA funds and is responsible for the disbursement of grant funds. The County's Department of Workforce development (WDD) has been designated as the administrative fiscal agent for the funds.

- D. What criteria will the local board use in awarding grants for youth activities, including criteria used by the Governor and local boards to identify effective and ineffective youth activities and providers? [WIA Section 112(b)(18)(B) and State Planning Guidance III B.1.f.]

At a minimum, the criteria will require that each provider meet minimum acceptable levels of program performance based on the criteria established by the Youth Council and detailed in the Request For Proposal and provider contract. Youth providers are required to meet WIA Common Measures including: Youth literacy and numeracy gains, placement in employment or education, and attainment of a degree or certificate. Cost information will be required to determine program costs in each of the applicable training courses.

Request for Proposals or Request for Bids will be issued to award contracts and grants for youth services from the list of eligible youth service providers based on the recommendations of the Youth Council and, when developed, on the criteria contained in the State Plan.

- E. What is your local area's definition regarding the sixth youth eligibility criterion, ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment")? [WIA Section 101(13)(c)(vi)]

Our Youth Council has defined the Sixth Youth Criterion as "Children in families that are receiving public assistance."

- F. What process will be used to allow public review and comment for specific performance outcomes and measures when these have been negotiated?

The County will follow its normal process of providing for public input. The process begins by advertising and notifying the general public of specific performance outcomes and measures. The matter will then be calendared and agendaized for the WIB meeting and following their approval, the process will be repeated by the Board of Supervisors.

## VIII. ASSURANCES

- A. The Local Workforce Investment Board assures that it will comply with the uniform administrative requirements referred to in WIA Section 184(a)(3).
- B. The Local Workforce Investment Board assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. [WIA Section 181(b)(7)]
- C. The Local Workforce Investment Board assures that the board will comply with the nondiscrimination provisions of WIA Section 188.
- D. The Local Workforce Investment Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA Section 188.
- E. The Local Workforce Investment Board assures that there will be compliance with grant procedures of WIA Section 189(c).
- F. The Local Workforce Investment Board assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal and State laws and regulations.
- G. The Local Workforce Investment Board assures that veteran workforce investment programs funded under WIA, Section 168 will be carried out in accordance with that Section.
- H. The Local Workforce Investment Board assures it will comply with future State Workforce Investment Board policies and guidelines, legislative mandates, or other special provisions as may be required under Federal law or policy, including the Workforce Investment Act or State legislation.
- I. The Local Workforce Investment Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to recipients of public assistance and other low-income individuals for integrated training services. [WIA Section 134(d)(4)(E), 118(b)(4), and CUI Section 14230(a)(6)]
- J. The Local Workforce Investment Board certifies that its One-Stop Centers will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right to access by State labor organization representatives pursuant to the Ralph Dills Act. [Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code, and CUI Section 14233]
- K. The Local Workforce Investment Board assures that State employees who are located at the One-Stop Centers shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at One-Stop Centers shall retain existing civil service and

collective bargaining protections on matters relating to employment, including but not limited to: hiring, promotion, discipline, and grievance procedures.

- L. The Local Workforce Investment Board assures that when work-related issues arise at One-Stop Centers between State employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The One-Stop Career Center operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act [Part 2.8 (commencing with Section 12900) of Division 3, of Title 2 of the Government Code], threats and/or violence concerning State employees, and State employee misconduct.
- M. One-Stop Operator is responsible for administering One-Stop Center services in accord with roles to be determined by the Local Workforce Investment Board. The Local Workforce Investment Board assures that it will select the One-Stop Operator with the agreement of the Chief Elected Official, through one of three means:
  - 1. Through a consortium of at least three or more required One-Stop partners;  
or
  - 2. Through competitive process such as a Request for Proposal; or
  - 3. It may serve as the One-Stop Operator directly but only with the consent of the Chief Elected Official and the Governor.

The only time these selection procedures are not required is in the following circumstances inclusive: the One-Stop delivery system, of which the operator is a part, existed before August 7, 1998; the existing One-Stop system includes all of the required One-Stop partners; and an MOU has been executed which is consistent with the requirements of the Act. [WIA Section 121(d)(2)(A), and Title 20 CFR Part 662.410]



## IX. PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

<input checked="checked" type="checkbox"/> WIA Local Plan Modification PY 2008–09	
<input type="checkbox"/> Modification # _____	LWIA: <u>SAN BERNARDINO COUNTY</u>
	Date: <u>04/01/2008</u>

### SIGNATURE PAGE

This local plan represents the San Bernardino County Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This local plan is submitted for the period of April 1, 2008 through June 30, 2009 in accordance with the provisions of WIA.

Local Workforce Investment Board Chair

Chief Elected Official

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Michael J. Gallo

\_\_\_\_\_  
Paul Biane

\_\_\_\_\_  
Name

\_\_\_\_\_  
Name

\_\_\_\_\_  
Chairman, Workforce Investment Board

\_\_\_\_\_  
Chairman, Board of Supervisors

\_\_\_\_\_  
Title

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

☒ **WIA Local Plan Modification PY 2008-09**  
☐ **Modification #** \_\_\_\_\_

**ATTACHMENT #1**

**LWIA:** San Bernardino County

**Date:** 07/01/08

**Budget, Participant, and Performance Forms**

**TITLE IB BUDGET PLAN SUMMARY - ADULT**

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2008, beginning 07/01/08 through 06/30/09

- ☒ Grant Code 201/202/203/204 WIA IB-Adult  
☐ Grant Code 501/502/503/504 WIA IB-Dislocated Worker

<b>FUNDING IDENTIFICATION</b>		R865482 Subgrant	R970562 Subgrant
1.	Year of Appropriation	2007	2008
2.	Formula Allocation	3,483,585	4,044,218
3.	Allocation Adjustment - Plus or Minus	(105,295)	
4.	Transfers - Plus or Minus		
5.	TOTAL FUNDS AVAILABLE (Lines 2 thru 4)	3,378,290	4,044,218
<b>TOTAL ALLOCATION COST CATEGORY PLAN</b>			
6.	Program Services (sum of Lines 6.A thru 6.E)	3,040,461	3,640,490
	A. Core Self Services	651,133	749,252
	B. Core Registered Services	723,111	889,728
	C. Intensive Services	662,426	788,245
	D. Training Services	1,003,791	1,213,265
	E. Other		
7.	Administration (Line 5 minus 6)	337,829	403,728
8.	TOTAL (Line 6 plus 7)	3,378,290	4,044,218
<b>QUARTERLY TOTAL EXPENDITURE PLAN</b> (cumulative from July 1, 2007 and July 1, 2008 respectively)			
9.	September 2007	376,389	
10.	December 2007	1,557,974	
11.	March 2008	2,110,368	
12.	June 2008	3,236,310	
13.	September 2008	3,378,290	701,967
14.	December 2008		1,446,780
15.	March 2009		2,071,595
16.	June 2009		2,830,840
17.	September 2009		3,410,251
18.	December 2009		4,044,218
19.	March 2010		
20.	June 2010		
<b>COST COMPLIANCE PLAN</b> (maximum 10%)			
21.	% for Administration Expenditures (Line 7/Line 5)	10%	10%

Sandra Harmsen, Director

(909) 387-9862

10/30/2008

Contact Person, Title

Telephone Number

Date Prepared

Comments:

NOTE: Final Rule 667.160, What Reallocation Procedures Must the Governors Use, discusses local area obligation rates, recapture, and reallocation. Also see WIA Directive WIAD01-10.

☒ **WIA Local Plan Modification PY 2008–09**  
☐ **Modification #** \_\_\_\_\_

**ATTACHMENT #2**  
**LWIA:** San Bernardino County  
**Date:** 07/01/08

## Budget, Participant, and Performance Forms

### TITLE IB BUDGET PLAN SUMMARY – DISLOCATED WORKER

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2008, beginning 07/01/08 through 06/30/09

- ☐ Grant Code 201/202/203/204 WIA IB-Adult  
☒ Grant Code 500/ WIA IB-Dislocated Worker

FUNDING IDENTIFICATION		R865482 Subgrant	R970562 Subgrant
1.	Year of Appropriation	2007	2008
2.	Formula Allocation		
3.	Allocation Adjustment - Plus or Minus	423,000	
4.	Transfers - Plus or Minus		
5.	TOTAL FUNDS AVAILABLE (Lines 2 thru 4)	423,000	
<b>TOTAL ALLOCATION COST CATEGORY PLAN</b>			
6.	Program Services (sum of Lines 6.A thru 6.E)	380,700	
	A. Core Self Services	83,008	
	B. Core Registered Services	87,362	
	C. Intensive Services	82,362	
	D. Training Services	127,968	
	E. Other		
7.	Administration (Line 5 minus 6)	42,300	
8.	TOTAL (Line 6 plus 7)	423,000	
<b>QUARTERLY TOTAL EXPENDITURE PLAN</b> (cumulative from July 1, 2007 and July 1, 2008 respectively)			
9.	September 2007	423,000	
10.	December 2007		
11.	March 2008		
12.	June 2008		
13.	September 2008		
14.	December 2008		
15.	March 2009		
16.	June 2009		
17.	September 2009		
18.	December 2009		
19.	March 2010		
20.	June 2010		
<b>COST COMPLIANCE PLAN</b> (maximum 10%)			
21.	% for Administration Expenditures (Line 7/Line 5)	10%	

Sandra Harmsen, Director (909) 387-9862 10/30/2008  
Contact Person, Title Telephone Number Date Prepared

Comments:

NOTE: Final Rule 667.160, What Reallocation Procedures Must the Governors Use, discusses local area obligation rates, recapture, and reallocation. Also see WIA Directive WIAD01-10.

☒ **WIA Local Plan Modification PY 2008–09**  
☐ **Modification #** \_\_\_\_\_

**ATTACHMENT #3**

**LWIA:** San Bernardino County

**Date:** 07/01/08

## Budget, Participant, and Performance Forms

### TITLE IB BUDGET PLAN SUMMARY – DISLOCATED WORKER

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2008, beginning 07/01/08 through 06/30/09

- ☐ Grant Code 201/202/203/204 WIA IB-Adult  
☒ Grant Code 501/502/503/504 WIA IB-Dislocated Worker

FUNDING IDENTIFICATION		R865482 Subgrant	R970562 Subgrant
1.	Year of Appropriation	2007	2008
2.	Formula Allocation	2,970,163	3,892,346
3.	Allocation Adjustment - Plus or Minus	(497,499)	
4.	Transfers - Plus or Minus		
5.	TOTAL FUNDS AVAILABLE (Lines 2 thru 4)	2,472,664	3,892,346
<b>TOTAL ALLOCATION COST CATEGORY PLAN</b>			
6.	Program Services (sum of Lines 6.A thru 6.E)	2,231,143	3,505,743
	A. Core Self Services	476,659	789,214
	B. Core Registered Services	536,485	878,148
	C. Intensive Services	569,745	824,127
	D. Training Services	648,254	1,014,254
	E. Other		
7.	Administration (Line 5 minus 6)	241,521	386,603
8.	TOTAL (Line 6 plus 7)	2,472,664	3,892,346
<b>QUARTERLY TOTAL EXPENDITURE PLAN</b> (cumulative from July 1, 2007 and July 1, 2008 respectively)			
9.	September 2007	534,331	
10.	December 2007	983,921	
11.	March 2008	1,588,208	
12.	June 2008	2,422,545	
13.	September 2008	2,472,664	446,960
14.	December 2008		1,255,661
15.	March 2009		1,905,149
16.	June 2009		2,795,814
17.	September 2009		3,892,346
18.	December 2009		
19.	March 2010		
20.	June 2010		
<b>COST COMPLIANCE PLAN</b> (maximum 10%)			
21.	% for Administration Expenditures (Line 7/Line 5)	10%	10%

Sandra Harmsen, Director (909) 387-9862

10/30/2008

Contact Person, Title Telephone Number

Date Prepared

Comments:

NOTE: Final Rule 667.160, What Reallocation Procedures Must the Governors Use, discusses local area obligation rates, recapture, and reallocation. Also see WIA Directive WIAD01-10.

☒ **WIA Local Plan Modification PY 2008–09**  
☐ **Modification #** \_\_\_\_\_

**ATTACHMENT #4**

**LWIA:** San Bernardino County

**Date:** 04/01/08

**Budget, Participant, and Performance Forms**  
**TITLE IB BUDGET PLAN SUMMARY - YOUTH**

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2008, beginning 04/01/08 through 06/30/09

☒ Grant Code 301/302/303/304 WIA IB-Youth

<b>FUNDING IDENTIFICATION</b>		R865482 Subgrant	R970562 Subgrant
1.	Year of Appropriation	2007	2008
2.	Formula Allocation	3,690,953	4,084,816
3.	Allocation Adjustment - Plus or Minus	(175,972)	
4.	<b>TOTAL FUNDS AVAILABLE (Line 2 plus 3)</b>	<b>3,514,981</b>	<b>4,084,816</b>
<b>TOTAL ALLOCATION COST CATEGORY PLAN</b>			
5.	Program Services (sum of Lines 5A and 5B)	3,163,482	3,717,182
	A. In School	778,214	939,508
	B. Out-of-School (30%)	2,385,268	2,777,674
6.	Administration (Line 4 minus 5)	351,499	367,634
7.	<b>TOTAL (Line 5 plus 6)</b>	<b>3,514,981</b>	<b>4,084,816</b>
<b>QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from April 1, 2007 and April 1, 2008 respectively)</b>			
8.	June 2007		
9.	September 2007	257,456	
10.	December 2007	1,404,219	
11.	March 2008	2,372,800	
12.	June 2008	2,912,500	
13.	September 2008	2,703,627	
14.	December 2008	3,514,980	793,264
15.	March 2009		1,724,211
16.	June 2009		2,436,842
17.	September 2009		3,098,787
18.	December 2009		3,819,845
19.	March 2010		4,084,816
20.	June 2010		
<b>COST COMPLIANCE PLAN</b>			
21.	% for Administration Expenditures (Line 6/Line 4)	10%	9%

Sandra Harmsen, Director

(909) 387-9862

10/30/2008

Contact Person, Title

Telephone Number

Date Prepared

Comments:

NOTE: Final Rule 667.160, What Reallocation Procedures Must the Governors Use, discusses local area obligation rates, recapture, and reallocation. Also see WIA Directive WIAD01-10.

**WIA Local Plan Modification PY 2008–09****Modification #** \_\_\_\_\_**ATTACHMENT #5****LWIA: San Bernardino County****Date:** 07/01/08**Budget, Participant, and Performance Forms****TITLE IB PARTICIPANT PLAN SUMMARY - INTEGRATION LEARNING LAB**

WIA 118; 20 CFR 661.350(a)(13); TEGL 17-05

Plan the number of individuals that are in each category.

<b>Totals for PY 2008 (07/01/08 through 06/30/09)</b>	<b>ADULT</b>	<b>DW</b>	<b>YOUTH</b>
1. Registered Participants Carried in from PY 2007	583	237	
2. New Registered Participants for PY 2008	25,000	2,500	480
3. Total Registered Participants for PY 2008 (Line 1 plus 2)	25,583	2,737	480
4. Exiters for PY 2008	19,187	2,052	480
5. Registered Participants Carried Out to PY 2009 (Line 3 minus 4)	6,396	685	

**PROGRAM SERVICES**

6. Core Self Services			
7. Core Registered Services	25,000	2,500	
8. Intensive Services	18,750	1,875	
9. Training Services	600	250	

**YOUTH MEASURES**

10. Attainment of a Literacy and/or Numeracy Gain			26%
11. Attainment of a High School Diploma, GED, or Certificate			47%

**EXIT STATUS**

12. Entered Employment	63%	63%	62%
12A. Training-related			
13. Remained with Layoff Employer			
14. Entered Military Service			
15. Entered Advanced Training			
16. Entered Postsecondary Education			
17. Entered Apprenticeship Program			
18. Returned to Secondary School			
19. Exited for Other Reasons			

Sandra Harmsen, Director

(909) 387-9862

10/30/2008

Contact Person, Title

Telephone Number

Date Prepared

Comments: The San Bernardino County LWIA has just completed the 1st quarter of Integrated Service and has enrolled approximately 7,000 customers. The LWIA has experienced an increase in the number of laid off workers, a declining housing industry, and a significant raise in business closures. The LWIA is very concerned that in this declining economy that it be difficult to meet the previous negotiated measures.

☒ **WIA Local Plan Modification PY 2008–09****ATTACHMENT #6**☐ **Modification #** \_\_\_\_\_**LWIA:** San Bernardino County**Date:** 07/01/2008

**Budget, Participant, and Performance Forms**  
**STATE NEGOTIATED LEVELS OF PERFORMANCE<sup>1</sup>**

WIA Requirement at Section 136(c)	PY 2005–06	PY 2006–07	PY 2007–08	PY 2008–09
<b>Adults</b>				
Entered Employment Rate	73%	74%	77%	78%
Employment Retention Rate	79%	80%	82%	83%
Earnings Change/Average Earnings <sup>2</sup>	\$3500	\$11,800	\$12,400	\$12,500
Employment and Credential Attainment Rate	56%	58%	N/A	N/A
<b>Dislocated Workers</b>				
Entered Employment Rate	81%	82%	85%	86%
Employment Retention Rate	85%	86%	87%	88%
Earnings Change/Average Earnings <sup>2</sup>	-\$3000	\$15,400	\$15,800	\$15,900
Employment and Credential Attainment Rate	66%	67%	N/A	N/A
<b>Youth (ages 14–21)</b>				
Placement in Employment or Education	N/A	N/A	TBD	TBD
Attainment of a Degree or Certificate	N/A	N/A	TBD	TBD
Literacy and Numeracy Gains	N/A	N/A	TBD	TBD
<b>Older Youth (ages 19–21)<sup>3</sup></b>				
Entered Employment Rate	72%	73%	N/A	N/A
Employment Retention Rate	80%	81%	N/A	N/A
Earnings Change	\$3700	\$3800	N/A	N/A
Employment and Credential Attainment Rate	38%	39%	N/A	N/A
<b>Younger Youth (ages 14–18)<sup>3</sup></b>				
Skill Attainment Rate	83%	84%	N/A	N/A
Diploma or Equivalent Rate	66%	67%	N/A	N/A
Retention Rate	63%	64%	N/A	N/A
<b>Customer Satisfaction<sup>3</sup></b>				
Participant Satisfaction Score	75	75	N/A	N/A
Employer Satisfaction Score	75	75	N/A	N/A

<sup>1</sup> Guidance on the definitions of specific indicators for state and local performance can be found at the U.S. Department of Labor (DOL) [WIA](#) Web site. Specific Training and Employment Guidance Letters (TEGL) include, but are not limited to 8-99, 11-01, 27-04, 35-04, and 17-05. Additional guidance can be found at the EDD Workforce Development Community [Directives](#) Web site and [Information Notices](#) Web site. Specific Directives include, but are not limited to WIAD05-15, 06-5, 06-14, and WSD07-5. Specific Information Notices include, but are not limited to WSIN07-4 and 07-33. The DOL Employment and Training Administration approved California's waiver request to move from the statutory performance measures specified in WIA Section 136(b)(2) to the common performance measures defined in TEGL 17-05. This waiver is effective July 1, 2007 through June 30, 2009.

<sup>2</sup> For PY 2005-06, the goal was an "Earnings Change". Effective July 1, 2006, the definition was changed to reflect an "Average Earnings". See TEGL 17-05.

<sup>3</sup> Per WSIN07-33, the DOL approved California's waiver request to move from the statutory performance measures specified in WIA Section 136(b)(2) to the common performance measures defined in TEGL 17-05. Accordingly, these performance measures are no longer applicable.

☒ WIA Local Plan Modification PY 2008–09

ATTACHMENT #6 CONTINUED

☐ Modification # \_\_\_\_\_

LWIA: San Bernardino County

Date: 07/01/2008

## Budget, Participant, and Performance Forms

### LOCAL NEGOTIATED LEVELS OF PERFORMANCE<sup>1</sup>

WIA Requirement at Section 136(c)	PY 2005–06	PY 2006–07	PY 2007–08
<b>Adults</b>			
Entered Employment Rate	73.6%	74.0%	74.5%
Employment Retention Rate	78.7%	79.7%	80.0%
Earnings Change/Average Earnings <sup>2</sup>	\$3,135	\$11,400	\$12,000
Employment and Credential Attainment Rate	56.0%	58.0%	N/A
<b>Dislocated Workers</b>			
Entered Employment Rate	80.1%	81.1%	81.5%
Employment Retention Rate	84.7%	85.7%	86.0%
Earnings Change/Average. Earnings <sup>2</sup>	-\$3,000	\$13,600	\$14,000
Employment and Credential Attainment Rate	66.0%	67.0%	N/A
<b>Youth (ages 14–21)</b>			
Placement in Employment or Education	N/A	N/A	65%
Attainment of a Degree or Certificate	N/A	N/A	45%
Literacy and Numeracy Gains	N/A	N/A	15%
<b>Older Youth (ages 19–21)<sup>3</sup></b>			
Entered Employment Rate	68.2%	68.2%	N/A
Employment Retention Rate	76.0%	77.0%	N/A
Earnings Change	\$3,500	\$3,592	N/A
Employment and Credential Attainment Rate	38.0%	39.0%	N/A
<b>Younger Youth (ages 14–18)<sup>3</sup></b>			
Skill Attainment Rate	82.2%	83.2%	N/A
Diploma or Equivalent Rate	66.0%	67.0%	N/A
Retention Rate	57.8%	60.0%	N/A
<b>Customer Satisfaction<sup>3</sup></b>			
Participant Satisfaction Score			N/A
Employer Satisfaction Score			N/A

1 Guidance on the definitions of specific indicators for state and local performance can be found at the U.S. Department of Labor (DOL) [WIA](#) Web site. Specific Training and Employment Guidance Letters (TEGL) include, but are not limited to 8-99, 11-01, 27-04, 35-04, and 17-05. Additional guidance can be found at the EDD Workforce Development Community [Directives](#) Web site and [Information Notices](#) Web site. Specific Directives include, but are not limited to WIAD05-15, 06-5, 06-14, and WSD07-5. Specific Information Notices include, but are not limited to WSIN07-4 and 07-33. The DOL Employment and Training Administration approved California's waiver request to move from the statutory performance measures specified in WIA Section 136(b)(2) to the common performance measures defined in TEGL 17-05. This waiver is effective July 1, 2007 through June 30, 2009.

2 For PY 2005-06, the goal was an "Earnings Change". Effective July 1, 2006, the definition was changed to reflect an "Average Earnings". See TEGL 17-05.

3 Per WSIN07-33, the DOL approved California's waiver request to move from the statutory performance measures specified in WIA Section 136(b)(2) to the common performance measures defined in TEGL 17-05. Accordingly, these performance measures are no longer applicable.



## MEMORANDUM OF UNDERSTANDING

COUNTY OF SAN BERNARDINO WORKFORCE INVESTMENT BOARD  
FOR OPERATION OF EMPLOYMENT RESOURCE CENTERS

Section 121 (c)(1) of the Workforce Investment Act (WIA) requires that the Local Workforce Investment Board (WIB) and all mandated partner agencies be party to a Memorandum of Understanding (MOU) as to the operation of the One-Stop Career Service Centers, hereinafter referred to as Employment Resource Centers (ERC), and this MOU must be submitted to the State of California as part of the Local Workforce Investment Area Strategic Five Year Local Plan (Local Plan).

**I. PURPOSE**

The purpose of this agreement is to describe how financial and institutional resources will be used to create a One-Stop Career Service System in the County of San Bernardino. It is understood that the development and implementation of this system will require mutual trust and teamwork among the Partner Agencies (defined and identified below). In entering into this agreement, the Partner Agencies also make the commitment to maintain not only the basic provisions of WIA, but also to enact the basic guiding principles for California's One-Stop delivery system. These guiding principles require that services be:

- A. Integrated (offering as many employments, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills) and affording universal access to the overall system;
- B. Comprehensive (offering a large array of useful information with wide and easy access to needed services);
- C. Customer focused (providing the means for customers to judge the quality of services and make informed choices); and
- D. Performance based (based on clear objectives to be achieved; mutually negotiated outcomes and methods for measurements; and the means toward measuring and attaining customer satisfaction); and,
- E. Seamless delivery of workforce services to the residents of the County of San Bernardino will be with quality, compassion and integrity.

The terms and conditions under which the Partner Agencies will share financial resources in the implementation of the One-Stop Career Service System and the Employment Resource Centers will be addressed in a separate Resource Sharing Agreement which will identify shared resources, contributions/payments and responsibilities.

**II. TERM**

- A. The term of this MOU shall commence on July 1, 2005 and in accordance with the Local Plan as modified each program year and approved by the Governor of the State of California; and will continue in effect until such time as it is amended or terminated as provided for herein.
- B. This MOU may be amended upon negotiation and mutual written agreement of the parties to this MOU with thirty - (30) days notice prior to the effective date of the change.
- C. The parties to this MOU agree that a continuity of service is required. Therefore, all services will be maintained at levels agreed to in this MOU until subsequent agreements are negotiated and signed.

**III. PARTIES TO THIS MEMORANDUM OF UNDERSTANDING (MOU)**

The parties to this MOU are:

- A. The Workforce Investment Board (WIB) established by the County of San Bernardino and delegated the overall responsibility for creating and operating the ERCs.
- B. The San Bernardino County Workforce Development Department (WDD) the administrative entity for the WIB with responsibility for implementing/operating the ERCs.

Memorandum of Understanding  
County of San Bernardino WIB/Employment Resource Centers

- C. The Local Partner Agencies, which will be responsible for the day-to-day operations of the ERCs located throughout the County of San Bernardino, are hereinafter individually referred to as a "Partner Agency or collectively as the "Partner Agencies". The following Partner Agencies are parties to this MOU:

**Agency/Organization**

**Responsible Program/Funding Source**

U.S. Forest Service, San Bernardino  
National Forest\*

Older American Act-Employment and Training  
(Title V)

State of California Department of  
Rehabilitation\*

Vocational Rehabilitation Services

State of California Employment  
Development Department (EDD)\*

Job Services (Wagner-Peyser Act), Veterans  
Services, U.I. (210 funding), NAFTA, TAA, LMI

County of San Bernardino/ Department  
of Aging and Adult Services\*

Older American Act-Employment and Training  
(Title V)

County of San Bernardino / Department  
of Behavioral Health\*

Health and Human Services Programs  
Mental Health Programs

County of San Bernardino/ Workforce  
Development Department\*

Workforce Investment Act  
Discretionary Grants

County of San Bernardino/Preschool  
Services Department

Head Start Program

Community Action Partnership of San  
Bernardino County\*

Food Stamps  
Employment and Training,  
State Energy Conservation Programs

Housing Authority of San Bernardino  
County

HUD Vocational Training Programs & Supportive  
Services

Colton/Redlands/Yucaipa-Regional  
Occupational Program (CRY-ROP)

Regional Occupational Program (ROP)

California Army National Guard

Occupational Training – Work Experience

San Bernardino Superintendent of  
Schools - ROP\*

Carl D. Perkins Vocational & Technical Education  
Act  
Regional Occupational Program (ROP)

Inland Empire Job Corps

DOL Job Corps Programs

Copper Mountain College

Satellite ERC  
Post-Secondary Vocational Education

Crafton Hills College

Post-Secondary Vocational Education

Barstow Community College

Post-Secondary Vocational Education

Chaffey College

Post-Secondary Vocational Education

Memorandum of Understanding  
County of San Bernardino WIB/Employment Resource Centers

<u>Agency/Organization</u>	<u>Responsible Program/Funding Source</u>
Hesperia Unified School District Alternative Center	Satellite ERC Carl Perkins Career & Technical Ed Act Adult Education Act and Literacy Act
San Bernardino Valley College	Post-Secondary Vocational Education
Victor Valley College	Post-Secondary Vocational Education
Goodwill Industries	

(\* Denotes "Required Partners" under the federal Workforce Investment Act of 1998)

#### IV. LOCATIONS

The following sites have been designated as Employment Resource Centers (ERC) which operate as One-Stop locations throughout the County of San Bernardino:

- |   |   |
|---|---|
| A. Rancho Cucamonga ERC   | 9650 9 <sup>th</sup> Street #A,<br>Rancho Cucamonga, CA 91730 |
| B. San Bernardino ERC   | 646 North Sierra Way<br>San Bernardino, CA 92415-0083         |
| C. Hesperia ERC<br>(High Desert Workforce Investment<br>Business Resource Center) | 15555 Main Street #G3/G4<br>Hesperia, CA 92345                |

The following sites have been designated as Satellite One-Stop facilities throughout the County of San Bernardino:

- |   |  |
|---|--|
| A. Copper Mountain College                                | 6162 Rotary Way<br>Joshua Tree, CA 92252             |
| B. Hesperia Unified School District<br>Alternative Center | 16527 Lemon Street<br>Hesperia, CA 92345             |
| C. San Bernardino Valley College                          | 701 N. Mt. Vernon Avenue<br>San Bernardino, CA 92410 |
| D. Barstow Community College                              | 2700 Barstow Road<br>Barstow CA 92311                |

#### V. JOINT RESPONSIBILITIES

##### A. UNIVERSAL ACCESS

The parties agree to universal access, as defined in the WIA, as a critical One-Stop provision. This includes ensuring access for all customers including those with special needs such as literacy deficits, physical, mental or learning disabilities, limited English speakers, and others with economic or geographical barriers to service or employment.

##### B. SHARED TECHNOLOGY & SYSTEM INFRASTRUCTURE

1. The parties agree to the principles of common reporting and shared information through electronic One-Stop concepts and mechanisms including shared technology.
2. WIA endorses technology as a critical tool in making possible all aspects of information exchange including reporting, management information systems (MIS), data collection, referral services, common case management, participant and service tracking, and the provision for overall seamless service.

3. System Security and Confidentiality. System security provisions shall be agreed upon by all parties and recorded in an Information Security and Access Agreement to be signed by the individuals using the system.

#### C. CAPACITY BUILDING

1. Parties to this MOU agree to a high level of professional standards related to both ERC staff competencies and protocols and a professional environment for participants and other customers of the centers.
2. As with all aspects of joint planning, capacity-building efforts shall be examined in the context of adaptability to needed change, customer service, and continuous improvement.
3. The parties agree to work continuously to ensure collaboration with State and regional efforts to provide service delivery in response to identified capacity building needs.

#### D. MARKETING

The parties to the MOU agree to a collaborative marketing strategy informing job seekers, employed individuals, employers, and the community at-large about the services available through the ERCs.

#### E. SITE SUPERVISION

1. All Partner Agencies will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization representatives pursuant to the Ralph C. Dillis Act (Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Act.
2. All employees (including State employees) who are located at the Centers shall remain under the supervision of their employing department or organization for the purposes of performance evaluation, and other matters concerning civil service rights and responsibilities. If work-related issues arise between employees of the State, County, or other Partner Agencies and operators or supervisors of other Partner Agencies or the ERC, the operator or other supervisor shall refer such issues to the employee's departmental supervisor. Issues concerning State employees shall be referred to the employees' civil service supervisor.
3. Parties to the MOU recognize that there are a number of practices and philosophies related to broad-based agency practices as well as day-to-day ERC supervision that differ between the parties and are negotiated as a result of implementing operations. Local factors that differ among the Partner Agencies include:
  - a. Differing pay scales for similar positions.
  - b. Functions for similar classifications among agencies, which may differ.
  - c. Off-site supervisors vs. site-based supervisors at the Employment Resource Centers.
  - d. Union vs. Non-union employees in similar classification on-site.
  - e. Hours of operation, including possible evening and weekend hours.
  - f. Varied legal holiday schedules.
  - g. Sharing of space, equipment, information, and materials.
  - h. Employee safety and security of the workplace.
4. Therefore, the parties agree to work out in advance (and specify in relevant agreements) arrangements for supervision, addressing at a minimum the above issues, and modifying said practices over time in accord with new or changing business or agency needs and requirements.

#### F. METHODS OF REFERRAL

1. Parties to this MOU agree to jointly develop and mutually implement processes acceptable to all for common intake and referral, in accordance with the terms of the MOU. The referral system must always be to the advantage of the participant and include follow-up contact to insure the participant was provided service. Parties agree to cross-train staff on the services of each Partner Agency and the spectrum of related services available through respective agencies.
2. The parties hereby agree to adopt and implement a mutually acceptable referral process through the use of the **San Bernardino County Customer Referral/Transfer Slip (05/04)**, incorporated herein and identified as Attachment A

to this agreement. The San Bernardino County Customer Referral/Transfer Slip (SBC Customer Referral) shall be used consistently by the Partner Agencies for the mutual purposes of documenting and reporting the quality, quantity, and types of services provided at each ERC. The Partner Agencies commit to the use of this referral process and to evaluate this process for improvement and customer service effectiveness. Modification is expected, based upon the changing requirements of each ERC location and/or day-to-day needs for improvement, automation, and access. For these purposes the Partner Agencies agree to participate in an ongoing workgroup that shall meet regularly to:

- a. Provide feedback on the success of SBC Customer referral process
  - b. Ensure cross training of ERC staff
  - c. Consider co-enrollment options and practices.
  - d. Consider the effect of cross-referrals on mutual performance expectations.
  - e. Constant improvement of the joint delivery of services to customers.
3. The Partner Agencies agree that they shall accept the SBC Customer Referral forms as requests for services and make referrals to the ERC for services in accordance with these processes.

## VI. GENERAL TERMS AND CONDITIONS

### A. WITHDRAWAL AND TERMINATION

Any Partner Agency may withdraw from this MOU without cause, for any reason whatsoever, at any time by giving written notice of their withdrawal to all other parties at least thirty (30) calendar days prior to the effective date of withdrawal. Upon withdrawal of a Partner Agency, another agency providing the same service(s) may be named as a replacement. The withdrawal of one or more Partner Agency shall not affect the validity and enforceability of the MOU with respect to all other remaining parties. Notwithstanding any other language in this MOU, both the WIB or WDD may terminate this Agreement in its entirety or as to any specified party without cause or liability, for any reason whatsoever, at any time by giving the affected party(s) written notice of termination at least sixty (60) calendar days prior to the effective date of termination.

### B. DISPUTES; GRIEVANCE PROCEDURE

1. Parties shall continue with the responsibilities under this agreement during any dispute. Disputes shall be resolved in timely manner, directly involving the parties to the dispute. The parties agree to try to resolve policy or practice disputes informally and at the lowest level starting with the site coordinator and staff.
2. Any Partner Agency may call a meeting of all Partner Agencies to discuss and resolve disputes. Should these resolution efforts fail, the disputes shall be referred to the Chair of the WIB who will place the dispute on the agenda of a regular or special meeting of the WIB Executive Committee. The WIB Executive Committee shall attempt to mediate and resolve the dispute.
3. Finally, if the efforts of the WIB Executive Committee to resolve the dispute fail, any party may file a grievance in accordance with the State WIA grievance procedures, EDD Directive Workforce Investment Act Number: WIADO3-12 (April 14, 2004). The parties are to be bound by the final determination resulting from these procedures.

The grievance procedures set forth above shall not abrogate, abridge, or otherwise modify the rights of the parties set forth in this Agreement.

### C. MUTUAL INDEMNIFICATION; SEVERAL OBLIGATIONS AND LIABILITY

The obligations and liabilities, therefore, of the parties as provided in this Agreement are several. This provision is expressly intended to nullify the statutory presumptions provided in Sections 1431, 1659, and 1660 of the California Civil Code. Notwithstanding this declaration of several obligations and liability, each party to this MOU agrees to indemnify, defend and hold harmless each and every other party, its officers, agents, employees, and volunteers from any and all claims, actions, losses, damages and/or liability, including costs and attorney's fees, that accrue or result to any person, firm, corporation, or party hereto, arising from or related to any act, error, or omission of the indemnifying party, its officers, agents, employees, or volunteers.

D. AUDIT

Overall, the Bureau of State Audits, the County of San Bernardino Board of Supervisors, and other parties as appropriate, or their designated representatives, shall have the right to review and to copy any records and supporting documentation pertaining to performance under this MOU. Parties to this MOU agree to maintain such records for a minimum of three (3) years unless differing periods are stipulated by impacted funding sources. Auditors will be allowed access to such information or records during normal business hours. Further, the parties to this MOU agree to include similar audit provisions in any related contract, subcontract or other financial agreement.

E. NON-DISCRIMINATION CLAUSE

Parties to this MOU shall not unlawfully discriminate, harass, or allow harassment against any employee, applicant, for employment, or applicant/participant for services provided under this MOU due to gender, race, color, ancestry, religion, political affiliation or belief, national origin, disability, sexual orientation, medical conditions, age, or marital status. Parties shall comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990), WIA Section 188, 29 CFR Part 37, and related, applicable laws and regulations. All Partner Agencies will ensure that established policies and procedures related to the delivery of services provided at the ERC are in compliance with the Americans with Disabilities Act. Parties shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement. Parties to this MOU shall include non-discrimination and compliance provisions of this clause in all related subcontracts and financial agreements.

C. GOVERNING LAW

This MOU is governed by and shall be interpreted in accordance with the laws of the State of California, State WIA enabling legislation, and the Workforce Investment Act of 1998.

G. UNENFORCEABLE PROVISIONS

In the event that any provision of this MOU is unenforceable or held to be unenforceable, then the parties agree that all other provisions of this agreement have force and affect, and shall not be affected.

H. CONFIDENTIALITY

Parties to this MOU agree to comply with the provisions of WIA and applicable sections of the Welfare and Institutions code, the California Education Code, the Family Educational Rights Privacy Act, the Rehabilitation Act, and/or any other appropriate statute or requirement to assure that:

1. All applications and individual records related to services provided under this MOU, including eligibility for services, enrollment, and referral shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
2. No person will publish, disclose, or use, or permit or cause to be published, disclosed or used, any confidential information pertaining to applicants, participants, or customers in the ERCs.
3. Additionally, each Partner Agency will agree to abide by the current confidentiality provisions of respective statutes and shall share information only when necessary for the administration of the program. Parties therefore agree to share client information necessary for assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes. In carrying out their respective responsibilities, each Partner Agency shall respect and abide by the confidentiality policies of the other parties.

I. INDEPENDENT CONTRACTOR STATUS

The parties to this MOU agree that each and every party hereto shall be deemed an independent agent. Notwithstanding any language in this MOU, including use of the word "partner" and "Partner Agency," it is expressly understood and agreed that this MOU is not intended and shall not be construed to create a relationship of agent, servant, employee, partnership, joint venture, or association between or among any of the parties. Each party is responsible for providing its own salaries, payroll taxes, withholding, workers compensation and liability insurance coverage, and other benefits of any kind, as required by law, for its own employees. No employee of any party shall be considered for state or federal tax

purposes, or any other purpose, an employee of any other party nor entitled to any rights or benefits afforded to employees of any other party.

#### J. INSURANCE

Without in any way affecting the indemnity herein provided, and in addition thereto, each Partner Agency, as a public entity, are self-insured for the purposes of professional liability, general liability, and Workers' Compensation. Each Partner Agency warrants that through its program of self-insurance, it has adequate professional liability, general liability and Worker's Compensation to provide coverage for liabilities arising out the Partner Agency performance of this MOU.

Upon commencement of this MOU, each Partner Agency shall immediately furnish certificates of insurance to County of San Bernardino WIB evidencing the insurance coverage, including the endorsements above required. Certificates shall provide that such insurance shall not be terminated or expire without thirty (30) days' prior written notice to WIB. Each Partner Agency shall maintain such insurance from the time it commences performance hereunder until the expiration or termination of this MOU or its earlier withdrawal.

#### K. CONFLICT OF INTEREST

1. Each Partner Agency shall make all reasonable efforts to ensure that no conflict of interest exists between its officers, employees or subcontractors and the County of San Bernardino. Each Partner Agency shall make a reasonable effort to prevent employees, consultants or members of governing bodies from using their positions for purposes that are, or give the appearance of, being motivated by a desire for private gain for themselves or others, such as those with whom they have family, business or other ties.
2. Officers, employees and agents of cities, counties, districts and other local agencies are subject to applicable conflict of interest codes and state laws, including §23-602 (Code of Conduct) of Chapter 23-600 of the California Department of Social Services (CDS) Manual of Policies and Procedures. In the event the County of San Bernardino determines that a conflict of interest situation exists, the County may disallow any increase in costs associated with a conflict of interest situation and such conflict may constitute grounds for termination of the agreement.
3. This provision shall not be construed to prohibit employment of persons with whom Contractor's officers, employees or agents have family, business or other ties, so long as the employment of such persons does not result in increased costs over those associated with the employment of any other equally qualified applicant.
4. Each Partner Agency warrants that it has not employed or retained any former San Bernardino County administrative official for the purpose of soliciting or securing this MOU, nor has the Partner Agency paid or agreed to pay any former San Bernardino County administrative official any fee, commission, percentage, brokerage fee, gift, or other consideration contingent upon the making of this MOU. For breach of this warranty, the County of San Bernardino shall have the right to terminate and rescind this MOU without liability whatsoever. For purposes of this provision, "County administrative official" is defined as a member of the Board of Supervisors or such officer's staff, County Administrative Officer or member of such officer's staff, county department or group head, assistant department or group head, or any employee in the Exempt Group, Management Unit or Safety Management Unit.

#### VII. CONCLUSION AND APPROVAL

- A. This MOU, consisting of ten 10 pages, excluding addendum(s), when attached to the addendum is the full and complete document describing services to be rendered by the parties to this MOU including all covenants, conditions and benefits.
- B. The signatures of the Parties affixed to this MOU affirm that they are duly authorized to commit and bind their respective departments, agencies, or entities to the terms and conditions set forth in this document.
- C. This MOU is of no force or effect until approved by the County of San Bernardino Board of Supervisors.
- D. All parties are prohibited from delegating or assigning the MOU, or any of its obligations or duties under the MOU, without the prior written consent of the other parties.
- E. This MOU may be signed in counterparts, each of which shall constitute an original and which collectively shall constitute one instrument.

Memorandum of Understanding  
County of San Bernardino WIB/Employment Resource Centers

This MOU, once signed, becomes a part of the San Bernardino County Local Workforce Investment Area Five Year Local Plan. Parties may not incur costs related to activities under this MOU until approval of the State Workforce Investment Board has been obtained.

**[SIGNATURES OF THE PARTIES ON THE FOLLOWING PAGE]**



Workforce Investment Act (WIA) One-Stop Service Centers  
Memorandum of Understanding (MOU)  
County of San Bernardino

**U.S. Forest Service**

San Bernardino National Forest

By:

Signature: Gene Zimmerman

Date: 9-29-04

Name: Gene Zimmerman

Title: Forest Supervisor

**Department of Rehabilitation**

State of California

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Steve Rockett

Title: District Administrator

**Employment Development Dept**

State of California

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Donna Stone

Title: Employment Development Administrator

**Department of Aging & Adult Services**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Mary R. Sawicki

Title: Director

**County of San Bernardino**

**Superintendent of Schools**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Jan O'Rourke

Title: Program/Contracts Manager

Colton/Redlands/Yucaipa – Regional Occupational  
Program (CRY-ROP)

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Dalene Morris

Title: Superintendent

**Department of Behavioral Health**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Carol Hughes

Title: Assistant Director

**Preschool Services Dept**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Roberta York

Title: Director

**Community Action Partnership  
of San Bernardino County**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Patricia L. Nichols

Title: Director

**Housing Authority of San Bernardino County**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Susan Brenner

Title: Director of Operations

**Inland Empire Job Corps**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: June Rentas

Title: Director

**U.S. Forest Service**

San Bernardino National Forest

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Gene Zimmerman

Title: Forest Supervisor

**Department of Rehabilitation**

State of California

By:

Signature: Steve Rockett

Date: 9/24/04

Name: Steve Rockett

Title: District Administrator

Employment Development Dept

State of California

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Donna Stone

Title: Employment Development Administrator

**Department of Aging & Adult Services**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Mary R. Sawicki

Title: Director

**County of San Bernardino**

Superintendent of Schools

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Jan O'Rourke

Title: Program/Contracts Manager

Colton/Redlands/Yucaipa – Regional Occupational  
Program (CRY-ROP)

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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Title: Superintendent

**Department of Behavioral Health**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Carol Hughes

Title: Assistant Director

**Preschool Services Dept**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Roberta York

Title: Director

Community Action Partnership

of San Bernardino County

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Patricia L. Nichols

Title: Director

**Housing Authority of San Bernardino County**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Susan Brenner

Title: Director of Operations

**Inland Empire Job Corps**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: June Rentas

Title: Director

XXI. Counterparts

This Agreement may be signed in counterparts, each of which shall constitute an original and which collectively shall constitute one instrument.

The Partner Agencies agree to all terms of this Agreement by signing below:

**U.S. Forest Service  
San Bernardino National Forest**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Gene Zimmerman

Title: Forest Supervisor

**Department of Rehabilitation  
State of California**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Steve Rockett

Title: District Administrator

**Employment Development Department  
State of California**

By:

Signature:  \_\_\_\_\_

Date: 8/11/05

Name: Donna Stone

Title: Employment Development Administrator

**Community Action Partnership  
of San Bernardino County**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Patricia L. Nickols

Title: Director

**Department of Aging & Adult Services  
County of San Bernardino**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Mary R. Sawicki

Title: Director

**San Bernardino County Superintendent of  
Schools - ROP**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Jan O'Rourke

Title: Program/Contracts Manager

**San Bernardino Community College Dist  
(Crafton Hills & Valley College)**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Ronald P Gerhard,

Title: Business Manager

**CA Army National Guard**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: LTC Kimerli J Rempp

Title:

**Chaffey College**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Marie Kane

Title: Superintendent / President

**Colton/Redlands/Yucaipa Regional  
Occupational Program (CRYROP)**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Dalene Morris

Title: Superintendent

**County of San Bernardino  
Workforce Development Department**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Barbara Halsey

Title: Director

**U.S. Forest Service**  
San Bernardino National Forest

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Gene Zimmerman

Title: Forest Supervisor

**Department of Rehabilitation**  
State of California

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Steve Rockett

Title: District Administrator

**Employment Development Dept**  
State of California

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Donna Stone

Title: Employment Development Administrator

**Department of Aging & Adult Services**  
County of San Bernardino

By:

Signature: M. R. Sawicki

Date: 9/8/01

Name: Mary R. Sawicki

Title: Director

**County of San Bernardino**  
Superintendent of Schools

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Jan O'Rourke

Title: Program/Contracts Manager

**Department of Behavioral Health**  
County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Carol Hughes

Title: Assistant Director

**Preschool Services Dept**  
County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Roberta York

Title: Director

**Community Action Partnership**  
of San Bernardino County

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Patricia L. Nickols

Title: Executive Director

**Housing Authority of San Bernardino County**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Susan Brenner

Title: Director of Operations

**Inland Empire Job Corps**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: June Rentas

Title: Director

**U.S. Forest Service**

San Bernardino National Forest

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Gene Zimmerman

Title: Forest Supervisor

**Department of Rehabilitation**

State of California

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Steve Rockett

Title: District Administrator

**Employment Development Dept**

State of California

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Donna Stone

Title: Employment Development Administrator

**Department of Aging & Adult Services**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Mary R. Sawicki

Title: Director

County of San Bernardino

Superintendent of Schools

By:

Signature: Jan O'Rourke

Date: 1-9-04

Name: Jan O'Rourke

Title: Program/Contracts Manager

Colton/Redlands/Yucaipa – Regional Occupational  
Program (CRY-ROP)

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Dalene Morris

Title: Superintendent

**Department of Behavioral Health**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Carol Hughes

Title: Assistant Director

**Preschool Services Dept**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Roberta York

Title: Director

**Community Action Partnership**

of San Bernardino County

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Patricia L. Nichols

Title: Director

**Housing Authority of San Bernardino County**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Susan Brenner

Title: Director of Operations

**Inland Empire Job Corps**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: June Rentas

Title: Director

**U.S. Forest Service**

San Bernardino National Forest

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Gene Zimmerman

Title: Forest Supervisor

**Department of Rehabilitation**

State of California

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Steve Rockett

Title: District Administrator

**Employment Development Dept**

State of California

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Donna Stone

Title: Employment Development Administrator

**Department of Aging & Adult Services**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Mary R. Sawicki

Title: Director

**County of San Bernardino**

Superintendent of Schools

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Jan O'Rourke

Title: Program/Contracts Manager

Colton/Redlands/Yucaipa – Regional Occupational  
Program (CRY-ROP)

By:

Signature: Dalene Morris

Date: 8-19-04

Name: Dalene Morris

Title: Superintendent

**Department of Behavioral Health**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Carol Hughes

Title: Assistant Director

**Preschool Services Dept**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Roberta York

Title: Director

**Community Action Partnership  
of San Bernardino County**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Patricia L. Nichols

Title: Director

**Housing Authority of San Bernardino County**

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Date: \_\_\_\_\_

Name: Susan Brenner

Title: Director of Operations

**Inland Empire Job Corps**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: June Rentas

Title: Director

Workforce Investment Act (WIA) One-Stop Service Centers  
Memorandum of Understanding (MOU)  
County of San Bernardino

**U.S. Forest Service**

San Bernardino National Forest

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Gene Zimmerman

Title: Forest Supervisor

**Department of Rehabilitation**

State of California

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Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Steve Rockett

Title: District Administrator

**Employment Development Dept**

State of California

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Donna Stone

Title: Employment Development Administrator

**Department of Aging & Adult Services**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Mary R. Sawicki

Title: Director

**County of San Bernardino**

**Superintendent of Schools**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Jan O'Rourke

Title: Program/Contracts Manager

Colton/Redlands/Yucaipa – Regional Occupational  
Program (CRY-ROP)

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Dalene Morris

Title: Superintendent

**Department of Behavioral Health**

County of San Bernardino

By:

Signature: Carol Y Hughes

Date: 8-19-2004

Name: Carol Hughes

Title: Assistant Director

**Preschool Services Dept**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Roberta York

Title: Director

**Community Action Partnership  
of San Bernardino County**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Patricia L. Nichols

Title: Director

**Housing Authority of San Bernardino County**

By:

Signature: \_\_\_\_\_

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Title: Director of Operations

**Inland Empire Job Corps**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: June Rentas

Title: -Director

**U.S. Forest Service**  
San Bernardino National Forest

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Signature: \_\_\_\_\_

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Name: Gene Zimmerman

Title: Forest Supervisor

**Department of Rehabilitation**  
State of California

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Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Steve Rockett

Title: District Administrator

**Employment Development Dept**  
State of California

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Donna Stone

Title: Employment Development Administrator

**Department of Aging & Adult Services**  
County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Mary R. Sawicki

Title: Director

**County of San Bernardino**  
Superintendent of Schools

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Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Jan O'Rourke

Title: Program/Contracts Manager

**Department of Behavioral Health**  
County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Carol Hughes

Title: Assistant Director

**Preschool Services Dept**  
County of San Bernardino

By:

Signature: *Robert York*

Date: *8/19/04*

Name: Roberta York

Title: Director

**Community Action Partnership**  
of San Bernardino County

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Patricia L. Nickols

Title: Executive Director

**Housing Authority of San Bernardino County**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Susan Brenner

Title: Director of Operations

**Indian Empire Job Corps**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: June Rentas

Title: Director



**U.S. Forest Service**  
San Bernardino National Forest

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Signature: \_\_\_\_\_

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**Department of Rehabilitation**

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Signature: \_\_\_\_\_

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Title: Employment Development Administrator

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County of San Bernardino

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Date: \_\_\_\_\_

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**County of San Bernardino**

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County of San Bernardino

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Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Carol Hughes

Title: Assistant Director

**Preschool Services Dept**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Roberta York

Title: Director

**Community Action Partnership**

**of San Bernardino County**

By:

Signature: 

Date: 9/23/2004

Name: Patricia L. Nickols

Title: Executive Director

**Housing Authority of San Bernardino County**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Susan Brenner

Title: Director of Operations

**Inland Empire Job Corps**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: June Rentas

Title: Director

**U.S. Forest Service**  
San Bernardino National Forest

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Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Gene Zimmerman

Title: Forest Supervisor

**Department of Rehabilitation**  
State of California

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Date: \_\_\_\_\_

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Title: District Administrator

**Employment Development Dept**  
State of California

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Donna Stone

Title: Employment Development Administrator

**Department of Aging & Adult Services**  
County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Mary R. Sawicki

Title: Director

**County of San Bernardino**  
Superintendent of Schools

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Jan O'Rourke

Title: Program/Contracts Manager

**Department of Behavioral Health**  
County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Carol Hughes

Title: Assistant Director

**Preschool Services Dept**  
County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Roberta York

Title: Director

**Community Action Partnership**  
of San Bernardino County

By:

Signature: \_\_\_\_\_

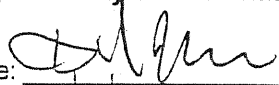
Date: \_\_\_\_\_

Name: Patricia L. Nickols

Title: Executive Director

**Housing Authority of San Bernardino County**

By:

Signature:  \_\_\_\_\_

Date: 9/11/04

Name: Daniel Nackerman

Title: Executive Director

**Inland Empire Job Corps**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: June Rentas

Title: Director

**U.S. Forest Service**  
**San Bernardino National Forest**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Gene Zimmerman

Title: Forest Supervisor

**Department of Rehabilitation**

State of California

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Steve Rockett

Title: District Administrator

**Employment Development Dept**

State of California

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Donna Stone

Title: Employment Development Administrator

**Department of Aging & Adult Services**

County of San Bernardino

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Mary R. Sawicki

Title: Director

**County of San Bernardino**

**Superintendent of Schools**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Jan O'Rourke

Title: Program/Contracts Manager

**Department of Behavioral Health**  
**County of San Bernardino**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Carol Hughes

Title: Assistant Director

**Preschool Services Dept**

County of San Bernardino

By:

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Name: Roberta York

Title: Director

**Community Action Partnership**

**of San Bernardino County**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Patricia L. Nickols

Title: Executive Director

**Housing Authority of San Bernardino County**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Susan Brenner

Title: Director of Operations

**Inland Empire Job Corps**

By:

Signature: June Rentas

Date: 8/30/04

Name: June Rentas

Title: Director

Workforce Investment Act (WIA) One-Stop Service Centers  
Memorandum of Understanding (MOU)  
County of San Bernardino

**Copper Mountain College**

By: \_\_\_\_\_  
Signature: [Signature]  
Date: 6/23/04  
Name: James T. Pulliam  
Title: President / Superintendent

**Chaffey College**

By: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
Name: Marie Kane  
Title: Superintendent / President  
Mt San Antonio College  
By: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
Name: Barbara Crane  
Title: Assistant Vice President

**Victor Valley College**

By: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
Name: James E. Williams,  
Title: Vice President

**COUNTY OF SAN BERNARDINO**

[Signature]  
Dennis Hansberger, Chairman, Board of Supervisors  
Bill Postma, Vice Chairman, Board of Supervisors  
Dated: 10/25/04

SIGNED AND CERTIFIED BY HAVING A COPY OF THIS  
DOCUMENT HAS BEEN DELIVERED TO THE  
CHAIRMAN OF THE BOARD  
Clerk of the Board of Supervisors  
of the County of San Bernardino

By: [Signature]

**Crafton Hills College**

By: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
Name: Raymond G. Eberhard,  
Title: Business Manager  
Hesperia Unified School District  
Alternative Center  
By: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
Name: Rob Challinor  
Title: Assistant Superintendent, Instruction  
San Bernardino Valley College  
By: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
Name: Raymond G. Eberhard  
Title: Business Manager

(Attach this transmittal to all contracts not prepared on the "Standard Contract" form.)

Approved as to Legal Form	Reviewed by Contract Compliance	Presented to BOS for Signature
County Counsel		Department Head
Date	Date	Date

Workforce Investment Act (WIA) One-Stop Service Centers  
Memorandum of Understanding (MOU)  
County of San Bernardino

**Copper Mountain College**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: James T. Pulliam

Title: President / Superintendent

**Chaffey College**

By:

Signature: Marie Kane

Date: 6/30/04

Name: Marie Kane

Title: Superintendent / President  
Mt San Antonio College

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Barbara Crane

Title: Assistant Vice President  
**Victor Valley College**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: James E. Williams,

Title: Vice President

**COUNTY OF SAN BERNARDINO**

Bill Postmus

~~Dennis Hansberger, Chairman, Board of Supervisors~~  
Bill Postmus, Vice Chairman, Board of Supervisors

Dated: 10/25/04

SIGNED AND CERTIFIED TRUE AND CORRECT COPY OF THIS  
DOCUMENT HAS BEEN DELIVERED TO THE  
CHAIRMAN OF THE BOARD

Clerk of the Board of Supervisors  
of the County of San Bernardino

By: Doris [Signature]

**Crafton Hills College**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Raymond G. Eberhard,

Title: Business Manager  
**Hesperia Unified School District  
Alternative Center**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Rob Challinor

Title: Assistant Superintendent, Instruction  
San Bernardino Valley College

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Raymond G. Eberhard

Title: Business Manager

(Attach this transmittal to all contracts not prepared on the "Standard Contract" form.)

Approved as to Legal Form

Reviewed by Contract Compliance

Presented to BOS for Signature

County Counsel

Department Head

Date

Date

Date

Workforce Investment Act (WIA) One-Stop Service Centers  
Memorandum of Understanding (MOU)  
County of San Bernardino

**Copper Mountain College**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: James T. Pulliam

Title: President / Superintendent

**Chaffey College**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Marie Kane

Title: Superintendent / President

Mt San Antonio College

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Barbara Crane

Title: Assistant Vice President

**Victor Valley College**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: ~~James E. Williams,~~ Jeffrey Cooper

Title: Vice President

COUNTY OF SAN BERNARDINO

~~Dennis Hartsberger, Chairman, Board of Supervisors~~

Bill Postmus, Vice Chairman, Board of Supervisors

Dated: 10/5/04

SIGNED AND CERTIFIED THAT A COPY OF THIS  
DOCUMENT HAS BEEN DELIVERED TO THE  
CHAIRMAN OF THE BOARD

Clerk of the Board of Supervisors  
of the County of San Bernardino

By: \_\_\_\_\_

**Crafton Hills College**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Raymond G. Eberhard,

Title: Business Manager

**Hesperia Unified School District  
Alternative Center**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Rob Challinor

Title: Assistant Superintendent, Instruction

San Bernardino Valley College

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Raymond G. Eberhard

Title: Business Manager

(Attach this transmittal to all contracts not prepared on the "Standard Contract" form.)

Approved as to Legal Form

Reviewed by Contract Compliance

Presented to BOS for Signature

County Counsel

Department Head

Date

Date

Date

Workforce Investment Act (WIA) One-Stop Service Centers  
Memorandum of Understanding (MOU)  
County of San Bernardino

**Copper Mountain College**

By: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
Name: James T. Pulliam  
Title: President / Superintendent

**Chaffey College**

By: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
Name: Marie Kane  
Title: Superintendent / President  
Mt San Antonio College

By: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
Name: Barbara Crane  
Title: Assistant Vice President  
Victor Valley College

By: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
Name: James E. Williams,  
Title: Vice President  
COUNTY OF SAN BERNARDINO

► Dennis Harshbarger, Chairman, Board of Supervisors  
Bill Postmus, Vice Chairman, Board of Supervisors  
Dated: 05/05/04

SIGNED AND CERTIFIED THAT A COPY OF THIS  
DOCUMENT HAS BEEN DELIVERED TO THE  
CHAIRMAN OF THE BOARD

Clerk of the Board of Supervisors  
of the County of San Bernardino

By: Priscilla Torres

**San Bernardino Community College District for Crafton  
Hills College Campus**

By: \_\_\_\_\_  
Signature: Raymond G. Eberhard  
Date: 6/16/04  
Name: Raymond G. Eberhard,  
Title: Business Manager  
Hesperia Unified School District  
Alternative Center

By: \_\_\_\_\_  
Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
Name: Rob Challinor  
Title: Assistant Superintendent, Instruction  
San Bernardino Valley College

By: \_\_\_\_\_  
Signature: Raymond G. Eberhard  
Date: 6/16/04  
Name: Raymond G. Eberhard  
Title: Business Manager

(Attach this transmittal to all contracts not prepared on the "Standard Contract" form.)

Approved as to Legal Form	Reviewed by Contract Compliance	Presented to BOS for Signature
County Counsel		Department Head
Date	Date	Date

Memorandum of Understanding  
County of San Bernardino WIB/Employment Resource Centers

**Copper Mountain College**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: James T. Pulliam

Title: President / Superintendent

**Chaffey College**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Marie Kane

Title: Superintendent / President

Mt San Antonio College

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Barbara Crane

Title: Assistant Vice President

Victor Valley College

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: James E. Williams,

Title: Vice President

**COUNTY OF SAN BERNARDINO**

~~Donnie Hansberger, Chairman, Board of Supervisors~~

Bill Postma, ~~Office Chairman~~, Board of Supervisors

Dated: 9-27-04

SIGNED AND CERTIFIED THAT A COPY OF THIS  
DOCUMENT HAS BEEN DELIVERED TO THE  
CHAIRMAN OF THE BOARD

Clerk of the Board of Supervisors  
of the County of San Bernardino

By: [Signature]

**Crafton Hills College**

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Raymond G. Eberhard,

Title: Business Manager

Hesperia Unified School District  
Alternative Center

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Rob Challinor

Title: Assistant Superintendent, Instruction

San Bernardino Valley College

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Raymond G. Eberhard

Title: Business Manager

Jobs and Employment Services Department

By: Barbara A. Halsey

Signature: Barbara A. Halsey

Date: 9-27-04

Name: Barbara A. Halsey

Title: Director

(Attach this transmittal to all contracts not prepared on the "Standard Contract" form.)

Approved as to Legal Form

Reviewed by Contract Compliance

Presented to BOS for Signature

County Counsel

Barbara A. Halsey  
Department Head

Date

Date

Date 9-27-04



Memorandum of Understanding  
County of San Bernardino WIB/Employment Resource Centers

Copper Mountain College

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: James T. Pulliam

Title: President / Superintendent

Chaffey College

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Marie Kane

Title: Superintendent / President

Mt San Antonio College

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Barbara Crane

Title: Assistant Vice President

Victor Valley College

By:


Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: James E. Williams,

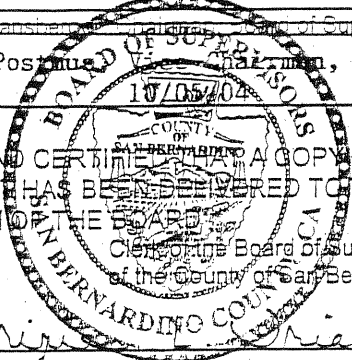
Title: Vice President

COUNTY OF SAN BERNARDINO

  
Bill Postmus, Chairman, Board of Supervisors

Dated: 10/05/04

SIGNED AND CERTIFIED A COPY OF THIS  
DOCUMENT HAS BEEN DELIVERED TO THE  
CHAIRMAN OF THE BOARD

  
Clerk of the Board of Supervisors  
of the County of San Bernardino

By: 

Crafton Hills College

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Raymond G. Eberhard,

Title: Business Manager

Hesperia Unified School District

Alternative Center

By:

Signature: 

Date: \_\_\_\_\_

Name: Rob Challinor

Title: Assistant Superintendent, Instruction

San Bernardino Valley College

By:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Raymond G. Eberhard

Title: Business Manager

(Attach this transmittal to all contracts not prepared on the "Standard Contract" form.)

Approved as to Legal Form

Reviewed by Contract Compliance

Presented to BOS for Signature

County Counsel

Department Head

Date

Date

Date

**Budget, Participation, and Performance Forms**  
**STATE of CALIFORNIA**  
**LOCAL AREA GRANT RECIPIENT LISTING**  
[WIA Sections 117(d)(3)(B)(i) and 118(b)(8)]

**SAN BERNARDINO COUNTY      ATTACHMENT #8**  
(Name of Local Workforce Investment Area)

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	County of San Bernardino, Department of Workforce Development	Sandra Harmsen, Director	215 North "D" Street, Suite #301 San Bernardino, CA 92415	T: 909-387-9862 F: 909-387-9870 Sharmsen@wdd.sbcounty.gov
Fiscal Agent	County of San Bernardino, Department of Workforce Development	Janice Lindsay, Deputy Director	215 North "D" Street, Suite #301 San Bernardino, CA 92415	T: 909-387-9871 F: 909-387-9850 Jlindsay@wdd.sbcounty.gov
Local Area Administrator	County of San Bernardino, Department of Workforce Development	Sandra Harmsen, Director	215 North "D" Street, Suite #301 San Bernardino, CA 92415	T: 909-387-9862 F: 909-387-9870 Sharmsen@wdd.sbcounty.gov
Local Area Administrator Alternate				

Signature: \_\_\_\_\_  

Chief Elected Official
Date

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.